

Sales Management

SEPTEMBER
1954

For the President

What Happened When We Discontinued Our Guarantee

Page 1455



For the General Manager

Expense Control Plans Used by the U. S. Gypsum Company

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For the Sales Manager

A Three Hundred Percent Increase in Sales in Twenty Months

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For the Advertising Manager

Cheltenham Bold Tells Why Some Advertising Fails to Pay

Page 1477



For the Advertising Agent

What Is the Horsepower of an Automobile Advertisement?

Page 1449



TWENTY-FIVE CENTS THE COPY

THE BADGER TRADE



MARK ASSURES QUALITY

Intensify Your Selling Effort

KEEP those between-visits orders coming along. Make it easy for your customers to keep track of price changes—new items—selling points about your goods. *Make it easy for them to order.*

Heinn Loose-leaf Catalog Binders accomplish this. They are good-looking—and keep good-looking. They operate easily. They stand-up and do their work—and keep on doing it.

Use Heinn Binders to intensify and prolong your selling effort. Investigate. Send today your catalog specifications. Prices and complete information will be sent without obligation on your part.

The Heinn Company

Originators of the loose-leaf system of cataloging

349 Florida Street
MILWAUKEE



HEINN BINDERS



~ day ~ by ~ day catalogs
that last year ~ after ~ year

Buy It By the Million

1,039,624

(A. B. C.)

SUNDAY *net paid circulation* of the
Herald and Examiner for six months'
period ended March 31, 1924.

Circulation is to advertising what steam is
to the locomotive... Power! National adver-
tisers seeking sales in the Chicago Territory
cannot profitably ignore the tremendous
circulation of the SUNDAY CHICAGO
HERALD AND EXAMINER.

*Auditor's Report Will Be Gladly
Mailed on Request*

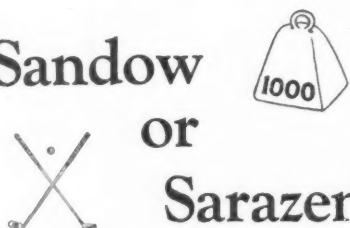


CHICAGO
HERALD & EXAMINER

NEW YORK: 1819 Broadway

SAN FRANCISCO: Monadnock Bldg.

"Sandow or Sarazen"



That's the title of the most unusual booklet that has ever been printed on the subject of CIRCULATION. It's unusual because it proves that *SMALL* circulation, well directed, *CAN BE MADE* to produce greater returns to advertisers than circulation of large bulk.

This isn't "dream stuff" either. It's based on the results of an independent investigation made by a well-known advertising agency.

We want *EVERYONE* to have a copy—"cub" or president—male or female—agency personnel, advertising department connections,—yes, even other publishers.

You'll enjoy every page of it—and it will give you fresh viewpoint on a trite subject.



BUILDING SUPPLY NEWS

Read weekly by 5,000 dealers whose influence controls the sale of ninety per cent of all building supplies—and who use motor trucks and other material-handling equipment.

Also Publishers of

BRICK and CLAY RECORD

Clay products manufacturing plants buy labor-saving machinery and equipment of every conceivable kind. A prosperous industry spending millions annually.

CERAMIC INDUSTRY

The only paper covering the manufacture of glass, pottery, enamels and allied products, with national distribution. A virgin field rapidly expanding.

Send for a recent issue of any of these publications and let us help you to investigate these markets

INDUSTRIAL PUBLICATIONS, Inc.
409 S. Dearborn St. CHICAGO

This Issue at a Glance

For the convenience of subscribers whose time is limited, we will print here each month a short digest of the principal articles in each issue, so that you may determine those articles which are of sufficient interest to warrant careful reading.

ADVERTISING

"The effect of good advertising is often lost because of lack of cooperation on the part of those within an organization in respecting the good-will the advertising creates," says Cheltenham Bold in urging upon advertisers the importance of watching every point of contact with the public. "Carelessness in buyer contact may result in irreparable damage and these unseen evils should be eliminated." Page 1477.

"Advertisers too often think the dealers are a bunch of boobs and feed him a lot of bunk," is what G. T. Kernahan, Chicago druggist, declares as the reason some advertisers are in "dutch" with him. Outlines a merchandising idea which he thinks would please the average buyer. Page 1507.

"Merchants are prone to overestimate the value of their establishment and its private brand," according to Roy B. Simpson, who outlines what happened to private brands when the business depression came. He declares that nationally advertised goods were kept moving when private brands could be moved only through bargain sales. Page 1512.

AUTOMOBILE EXPENSE CONTROL

Each year more and more sales executives are finding it profitable to have their men cover the territories in automobiles. The U. S. Gypsum Company have used automobiles for their salesmen for six years and E. W. Dunham, transportation manager, tells how they control the automobile expense, and how the sales results per call have increased out of all proportion to the increase in cost. Page 1473.

BUILDING AN ORGANIZATION

Curtis Lighting, Inc., needed more men who were familiar with the business as a whole—men who were more than just lighting engineers. To fill this need they are training ten university graduates by a series of one hundred lectures, and fifty weeks actual work in the various departments—five weeks in each of the ten departments. The lectures are delivered by the various department heads and officers of the company. The plan is said to be self supporting due to the work performed by the men in training and the improvement it brings about in the business. Page 1447.

CONTESTS

The "Hit 'Em Hard Contest"—the "Hit 'Em Again Contest," and the "Hell 'n Maria Contest" to stimulate sales for the Nordyke & Marmon Company were short, snappy and successful. The liberal use of bulletins, illustrations and sales helps kept interest up and increased the sales, according to H. H. Brooks, sales manager. Page 1495.

DEALER STIMULATION

By training a corps of salesmen, Coppes Brothers & Zook, kitchen cabinet manufacturers, were able to carry out a selling plan which increased their sales 300% in 20

months, educated their dealers and increased the good-will of the firm many fold. They exploded the old theory that it is necessary to accept conditions as they are—but found that conditions could be made to suit the dealer. Page 1459.

FEDERAL TRADE COMMISSION

By inaugurating a practice of bringing together the membership of a certain group for the formation of a code of ethics or practice—the Federal Trade Commission has performed a real service to business which is welcomed by sales executives. The importance of this constructive work is fully covered in Washington correspondence herein discussed. Page 1485.

INDUSTRIAL SELLING

Sales campaigns often fail because the seller's knowledge of the market is incomplete. A few days or weeks of research may save thousands of dollars of sales expense. There are several incidents illustrating this related by a staff writer in discussing the industrial markets. Page 1463.

LETTERS TO SALESMEN

George Eberhard, president, The George H. Eberhard Company of San Francisco, knows how to write letters to salesmen that reflect the ideals and character of the business. Several of his morale-building letters are reproduced and commented on in an article which points out the necessity of keeping in close touch with salesmen. Page 1539.

PREMIUM PLANS

A cotton bag filled with eight marbles in the hip pocket of each suit of boys' overalls increased the sales of the Fort Smith Garment Company 500% and added hundreds of boys to the sales force. A unique premium plan inaugurated by Lee R. Fleming, sales manager, that proved unusually successful. Page 1502.

SALESMEN'S SAMPLES

Buyers dislike to buy a "pig in a poke." They want to see samples, and the salesman who devises new and unusual methods of demonstrating his line, finds it a profitable sales help. "Why Hotel Rooms Are Jammed With Sample Cases," is the title of an article by Will J. Caldwell, in which plans for getting salesmen to carry samples are discussed. Page 1467.

SALES CORRESPONDENCE

Do your sales letters give you the sort of introduction you would give yourself if it were a personal call? Donley D. Lukens discusses the all important opening paragraph and points out why so many letter campaigns fail. The methods of ten writers in putting a kick into their letters are discussed. Page 1481.

SALES POLICIES

George H. Williamson, president of the Williamson Candy Company, tells why his company discontinued making and selling

CLIPPINGS,
NEWS
COLUMNS
RECENT
DATES

THE SPOKESMAN-REVIEW.

THE ONLY SPOKANE EVENING NEWSPAPER PUBLISHING THE ASSOCIATED PRESS DISPATCHES.

Spokane Daily Chronicle

SPOKANE
COUNTRY
BUSINESS
CONDITIONS
EXTRA

FARMERS OF WASHINGTON, OREGON AND IDAHO

Receiving More "Net Cash" this year than last--Buying Power Jumps!

FARMERS' BUYING POWER MOUNTING

Survey Shows 10 Per Cent Rise Over Last Period of Last Four Years.

More and Cattle Will Be "Good Property" by 1925, Is Government's Word

WASHINGTON, July 11.—The 48th National Farm Conference, which opened today at the Hotel Spokane, is expected to close tomorrow with the index of 6.74, or 10 per cent higher than the index of 6.12 in 1920.

ROBINSON SEES \$1.50 WHEAT HERE

Conditions Affecting Price Favorable for Farmers, He Says.

There is a "good" chance of wheat, estimated at 10 per cent. The law of supply and demand in the general market will operate.

SOLD 1923 WHEAT, BUY 1924 WHEAT

Contrast as Between Two Years Is Startling.

OVER TOP AGAIN

Mad Scramble After Big Purchasing Movement Is Discovers.

WARNING IS SOUNDED

Island Empire Prices Go Up—102,000,000 Bushels Left Over Government Reports

WHEAT TO RUN TO 50 BUSHELS

Farmers in Southeastern Part of Country Will Enjoy Big Crop, Contrary to Expectations.

PRICE BOOST TO HELP

County Farm at Spokane to Buy 50 Bushels—Buckley, Portland, Warrenton, Platte Fortunate

CULBERTSON GETS 40-BUSHEL YIELD

George Culbertson Contracts His Debit at \$2 a Bushel for All Grades

LEWISTON APPLE MARKET STRONG

George Culbertson Contracts His Debit at \$2 a Bushel for All Grades

YIELD ABOVE ESTIMATE

Produce Damage Less Than Predicted—Produce Crop Light—Produce Area Low

PROFIT IN WHEAT IS DOUBLE 1923

Idaho Rancher's Costs More Than 30 Per Cent Less.

LEWISTON, Idaho, Aug. 2.—William Board, who operates the largest farm in the Colville region of the Pacific Northwest, and whose crop this year has been 400 acres of fall and spring wheat, stated today that he had completed threshing the fall planting, leaving 110 acres of spring wheat to be harvested. The fall crop, he said, was an acre and the average for the entire crop he says, will be 40 bushels.

PALOUSE CROPS COMING STRONG

Whitman County Will Yield 7,000,000 Bushels.

AT LOWER COST

Given at 65 Cents, Against 85 Last Year—Odessa Wheat Grades High

BIG WHEAT YIELD AT WALLA WALLA

WALLA WALLA, July 11.—The 1924 wheat crop in the Palouse country is being demonstrated again today. After a season of unusually early planting, the average yield is estimated at 40 bushels an acre, according to reports from farmers and grain men. The cost of production will be close to 60 cents.

35-Bushel Forecast Is 15 Bushels Too Low on One Ranch.

WALLA WALLA, July 11.—The 1924 wheat crop in the Palouse country is being demonstrated again today. After a season of unusually early planting, the average yield is estimated at 40 bushels an acre, according to reports from farmers and grain men. The cost of production will be close to 60 cents.

HAY ASSOCIATION GOT GOOD PRICES

Members of Northwest Hay Association Made More Than 100,000 Bushels

ONION OUTPUT IS LARGE

Shipments From Walla Walla for Year Will Be More Than 500,000 Bushels

HOGS JUMP \$1.90 HUNDRED IN WEEK

Added 25 Cents Monday—Follow Grain Boost.

DAIRIES GROWING NEAR CHEWELAH

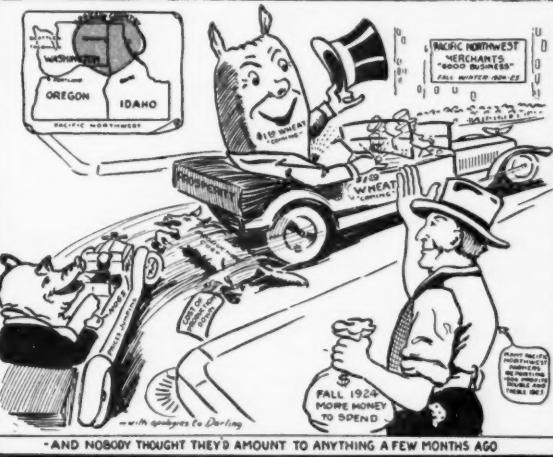
More Than 500 Dairies in That Region Are Selling Cream

POSTAL RETURNS BEAT YEAR AGO

Receipts for First Six Months Are 10 Per Cent Higher Than Last Year

BANK DEALINGS GAIN \$4,444,912

Financial Report for Six Months Shows 10 Per Cent Increase in Deposits



Good Business in the Spokane Country for Go-Getters During Fall-Winter 1924-25

HIGHER prices and lower production cost, together with selling 10,000,000 bushels of wheat held over from 1923 result in more actual cash this year than last for Pacific Northwest farmers.

The returns from the orchards will equal, if not exceed, those of any previous year. Live stock and dairying in Washington, Oregon and Idaho are increasing in magnitude and good prices are being paid producers.

Aside from these favorable conditions on the farms, mining and lumbering industries of the Pacific Northwest are in a prosperous condition.

News clippings on this page reflect conditions, and in considering this rich, responsive market it is significant that the Spokane Country alone produces annually 1-11th of Nation's wheat, 1-7th to 1-5th of Nation's boxed apples, 37,000,000 pounds of wool, 40% of Nation's lead, and ships over \$50,000,000 worth of lumber annually.

Spokane and its rich, surrounding field (Heart of the Pacific Northwest), with 10,000 miles of good motor roads, 101,000 motor vehicles, 196 passenger trains and motor busses entering Spokane, daily, make up one cohesive market of 564,000 consumers.

Most of the 89,300 circulation of THE SPOKESMAN-REVIEW and SPOKANE CHRONICLE is confined to the 97,487 homes located in the 522 cities and towns of the field. Therefore, you will readily appreciate why so many Go-Getters are intensifying sales efforts here, and how completely they cover the urban market thru this combination.

Send for Book of Facts about the Spokane Country Market and the Five Major Markets of the Pacific Northwest!

REPRESENTATIVES
J. H. MOORE & CO.
NEW YORK
CHICAGO
H. G. MOORE & CO.
LOS ANGELES
LOS ANGELES
SEATTLE

THE SPOKESMAN-REVIEW
PUBLISHING - SUNDAY - TUESDAY - WEDNESDAY
Spokane Daily Chronicle
EVENING - WEEKLY
COVER SPOKANE AND SPOKANE COUNTRY LIKE THE SUNSHINE

DOMINANT
FARM MAGAZINES
THE SPOKANE FARMER
THE OREGON FARMER
THE WASHINGTON FARMER

POSTAL RETURNS BEAT YEAR AGO

Receipts for First Six Months Are 10 Per Cent Higher Than Last Year

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BUSINESS MORE THAN NORMAL BANK DECLARES

General business conditions in the Pacific Northwest are declared more than normal by the Federal Reserve Bank of San Francisco, which has remained above normal for the last six months of 1924, according to the report of John Dorn, chairman of the Federal Reserve Board. The report says that the business is more than normal.

JUNE CAR SALES SET A RECORD

John Dorn Reports Big Increase Over Same Month in 1923

Pacific Coast States at Head of the Entire List in Per Capita Buying Power, National Figures Show

The Pacific Coast States are at the head of the entire list in per capita buying power, national figures show. The report of the Federal Reserve Board, which was issued today, shows that the Pacific Coast States have the highest per capita buying power of any section of the country.

SPOKANE LEADS IN PROSPERITY

C. F. Osborn of New York Finds This City Only Really Prosperous One

Spokane is the first city that I have visited on my trip from the coast that has the characteristics of prosperity, C. F. Osborn, New York, insurance and former mayor of London, said today in the Chamber of Commerce today.

LIVE HOG PRICES CLIMB 35 CENTS

All for \$11 a Hundred—Packer Variation Being \$11.10—\$4 Rise in Month

GRAIN MAKES ADVANCE

Food Wheat 100 Bushels a Bushel—Spokane Produce Market Firm—Not a Change—Market Firm

PINE SHIPMENTS NEAR HIGH MARK

Record for First Six Months of Year Exceeded Only in 1923 and 1920.

TOTAL IS 779,914,000

Western Pine Manufacturers Report Increase in Western Pine Shipments—Spokane Saw Mill

COEUR D'ALENES EMPLOY 5000

Number of Men Up to the Living Accommodations of the District.

HOME BUILDING DOUBLES IN CITY

Large Increase Last Month Over July of 1923

WOOL FREIGHT VICTORY BOON TO SHEEP MEN

Railroads Are Denied the Right to Discriminate Against the Interior.

WASHINGTON TOPS APPLE STATES

Heaviest Crop Is Estimated for This State—A Chance or Two.

BANK DEPOSITS SHOW GROWTH

An increase of 10 per cent in bank deposits in the Spokane area for the first six months of 1924, according to the report of the Federal Reserve Board, which was issued today.

PROFITS GREATER, CROPS SMALLER

Higher Prices and Less Cost in Production Aid Farmers.

ACRE GAIN \$19.36

Whitman County Growers Cut Expenses 8 1/2 Cents a Bushel

ROCKFORD WHEAT RUNS 52 BUSHELS

Many Fields Go 50 to 35 to Acre—Better Yield Than Last Year.

PREMIER TO PAY \$400,000 IN JULY

Total to Be \$5,688,000—\$815,000 in Four Months.

IDAHO MONTANA LUMBER CUT TOPS RECORD

The 1924 lumber cut of Idaho and Montana is the highest ever recorded in those states, according to preliminary figures issued by the Bureau of the Census and the United States Forest Service. The previous high record was in 1920.

BUILDING LOANS ARE GREATEST IN CITY'S HISTORY

House Construction During Last Six Months Makes Huge Gain.

WASHINGTON TOPS APPLE STATES

Heaviest Crop Is Estimated for This State—A Chance or Two.

"How to Sell Quality"

DESCRIBES actual plans and methods used by salesmen who have been successful in combating price competition by quality arguments. Tells how these salesmen make the buyer want quality; get the stipulated price without haggling; shut out the price cutter and keep the old customer sold on quality.

Typical Chapters

How Quality Helps a Salesman

Shows salesmen the advantages in selling quality merchandise.

Why Your Customers Buy Quality

Gives illustrations to prove that wise buyers prefer quality to price when properly sold.

Making the Buyer Want Quality

Tells how good salesmen create desire for quality products.

Creating a Quality Atmosphere

Illustrates the value of comparisons to force price into the background.

Getting the Full Price

Explains how the price dwindles when quality is sufficiently understood.

Disarming the Price Cutter

How to meet price objections with quality arguments and eliminate competition.

How to Close a Quality Sale

Closing arguments that make prospects forget price and buy your products.

Keeping the Old Customer Sold on Quality

Making customers see the profit in repeat orders for quality goods; the loss of patronage that comes with price-cutting, etc.

Send for a copy of this popular Dartnell manual. You will find in it many ideas for your own letters and bulletins to salesmen. More than 350 concerns have distributed copies to their salesmen.

In board bindings: Single copy, \$1.10; dozen, \$10.50; hundred, \$75.00. In DeLuxe leatherette: Single copy, \$1.60; dozen, \$15.50.

The Dartnell Corporation

1801 Leland Ave. CHICAGO 19 W. 44th St. NEW YORK

This Issue at a Glance—Continued

six brands of candies and concentrated on Oh Henry! He found that salesmen were forced to do real selling when they had but one line to rely upon, whereas they could not sell several brands in large enough quantities to dispose of big volume production. Page 1451.

The guarantee of the Holeproof Hosiery Company had become a severe drain on the business, but dealers objected to any plan whereby it might be discontinued. Edward Freschl, president of the company, accomplished this without the loss of an account. He tells how this radical change in their merchandising policy was affected. Page 1455.

SALES STRATEGY

How manufacturers of staples have overcome the usual end of the year sales slump by special Christmas campaigns will interest every sales manager who has this problem to contend with. Such a campaign even helped a manufacturer of Stillson wrenches avoid the year end slump. Page 1470.

It was easy to teach buyers how to play string and key musical instruments with instruction books but it had never been tried for harmonicas. Wm. G. Haussler, vice president of M. Hohner, found that simple charts helped in teaching boys—and since that time instruction books have helped boost their sales from \$3,000,000 to \$15,000,000 yearly. A new sales angle coupled with advertising and distribution effort brought this about. Page 1457.

SELECTING SALESMEN

How salesmen may be selected with some degree of certainty that they will be successful is told by H. L. Kenagy, head of the Research Department of Procter & Gamble Company. The results obtained in several large organizations indicate that scientific methods may be used in the development of an effective sales organization. The first of a series of three articles. Page 1453.

SELLING BY MAIL

Introducing a new line to the trade—receiving \$24,000 worth of orders—and accomplishing it by a mail campaign that cost only \$500 is quite a sales record—how the Majestic Costume Company of New York did it. Page 1529.

WHERE TO DRIVE FOR SALES

The farmer is again prosperous. The last few weeks have witnessed a come-back that is welcome and one which sales managers in many lines are preparing to take advantage of. The farmer is buying—and this new found prosperity is stimulating every wide-awake sales executive in his effort to share in it. Page 1517.

The southern and western resort cities are planning for another busy winter season—soon the vacationists will be flocking to the warmer climes—and here are sales opportunities that cannot be overlooked by wide-awake sales executives. Page 1545.

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Care in securing poster space at the right
times and places is most effective when
specialized skill has designed

THE RIGHT POSTER


*Poster
Advertising
Painted
Displays*



OUTDOOR ADVERTISING AGENCY
OF AMERICA, INCORPORATED

Successors to Ivan B. Nordhem Company

8 WEST 40th STREET
NEW YORK

CHICAGO . PITTSBURGH . SAN FRANCISCO



She Went in to Buy Garden Hose

But before she left she bought an electric fan. That's the way electrical appliances sell in the hardware store, the department store, the housefurnishing store and other non-electrical stores selling electrical appliances as a side line.

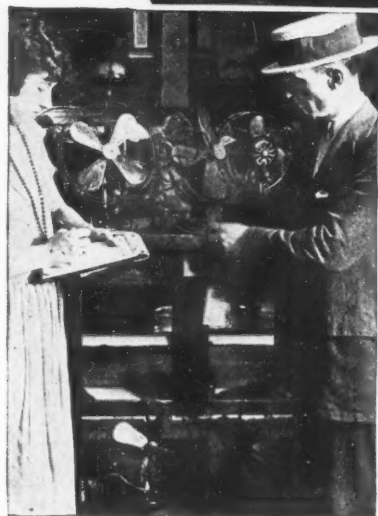
What Kind of Store is This? —>

A store which sells electrical appliances—even as a side line—is an electrical appliance store. It may be the store of the **ELECTRICAL** dealer, or it may be the appliance department in the store of the **NON-electrical** dealer who also sells hardware, department store ware, housefurnishings, or sporting goods.



← Atmosphere Plus!

In the "homey" atmosphere of the housefurnishing store a wonderful setting is already created for the display and sale of lamps of all kinds, colors and designs. And as with lamps, so also with all the other household electrical appliances.



Papa Keeps Cool

When father decides to keep home and office cool in summer he hies himself to the nearest store that sells electric fans. This store may be the **ELECTRICAL** dealer's store. Or it may be the **NON-electrical** dealer's store, where electrical appliances are sold side-by-side with hardware, sporting goods, housefurnishings, department store ware, etc.

46,000 Live Stores

If you manufacture electrical appliances — you can reach 15,000 *electrical* stores through **ELECTRICAL MERCHANDISING**, and 31,000 *non-electrical* stores (where electrical appliances are sold as a side line) through **ELECTRICAL RETAILING**.

Through *both* papers you can sell to 46,000 live electrical appliance stores! ✽

The 15 McGraw-Hill engineering, industrial and merchandising publications serve the men who buy in the following fields:

Electrical: Electrical World, Electrical Merchandising, Electrical Retailing, Journal of Electricity, Construction and Civil Engineering, Engineering News-Record.

Mining: Engineering & Mining Journal-Press, Coal Age.

Transportation: Electric Railway Journal, Bus Transportation.

Industrial: American Machinist, Industrial Engineer, Power, American Machinist (European Edition), Chemical & Metallurgical Engineering.

Engineering in Spanish-Speaking Countries: Ingenieria Internacional.

ELECTRICAL MERCHANDISING

Tenth Ave. at 36th St., New York

McGraw-Hill

ELECTRICAL RETAILING

: Old Colony Building, Chicago

Publications

Subscription Rates: Single copies, 25 cents. Yearly subscription payable in advance, \$3.00 anywhere in the United States or its possessions; \$3.25 in Canada, and \$3.50 in foreign countries. Six months' subscription, \$1.50.

Bound Volume: No more copies of Bound Volumes One, Two, Three or Four are now available. Copies of Bound Volume Five containing issues from October, 1922, to September, 1923, inclusive may be obtained from either our Chicago or New York office at a cost of \$6.00.

Renewals: Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly.

News Stand Copies: This magazine is not generally sold through news dealers. Copies can usually be secured, however, after the first of the month from the news stands at leading hotels, railroad stations and book stores in the larger cities.

Advertising Rates: Full page advertisement, opposite reading, run of paper, \$150 single insertion. Two columns, \$120 single insertion. One column, \$75 single insertion. Half column, \$40 single insertion. Sixty-five cents per agate line.

Closing Dates: First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, first of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

MEMBER

*Audit Bureau of Circulations
Associated Business Papers, Inc.*

Published Monthly by

THE DARTNELL CORPORATION

PUBLICATION OFFICES:

RAVENSWOOD AND LELAND AVENUES, CHICAGO
Telephones, Ravenswood 0365 and 0367

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27 Wellington Street, E.

MELBOURNE (AUSTRALIA) - T. C. LOTHIAN
497 Collins Street

Sales Management

*Published Monthly for Those Who Market
Through National Sales Organizations*

VOLUME SEVEN

Established 1918 by The Dartnell Corporation

NUMBER THREE

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"Whoopee!" Shouts the Farmer--

Prices of farm products going up; prices of commodities coming down. Why shouldn't the farmer be jubilant?

Wheat's back to the 1921 price. Wool's up 100%. Beef's higher than last year. Butter and eggs are up. Higher prices for hogs this Fall. Seven billion pounds increase in milk production over 1922.

What a comeback for the farmer! And what a wonderful sales opportunity it presents!

You can just bet that Father, Mother, Lillian, Tom and Ed will have things THIS year. They want your stuff. Tell your sales story to them in the hour of their prosperity. Don't let them forget you now. Out of sight is out of mind, you know.

Come on—let's get busy with the farm paper advertising. We're right on our toes, ready and eager to supply ideas, good copy and striking designs. You'll be more than satisfied with the quantity and quality of our service.

Put a letter in tonight's mail or call us on the phone. Our number is Back Bay 9592.

MORGAN ADVERTISING AGENCY

PARK SQUARE BUILDING
BOSTON MASS.

Member
American Association of Advertising Agencies
National Outdoor Advertising Bureau

Personal Items



PROCTOR CARR has been made general sales manager of The Shredded Wheat Company, Niagara Falls, New York, to succeed H. G. FLINT, who recently resigned. MR. CARR was formerly vice president and general sales manager of the United States Hame Company.

EDWIN W. MEESE, formerly vice president and general sales manager for the Roderick Lean Manufacturing Company, has become president of the De Laval Separator Company of New York.

Henry Disston & Sons announce that FRANK J. SEMPLE has been made sales manager of the hardware division of that company.

S. T. BEATIE, previously connected with Johns-Manville Company, and later sales manager for R. Williamson & Co., Chicago, is now in charge of the merchandising department of the Paraffine Companies, Inc., San Francisco.

J. E. GRIMM, JR., for five years with the Delco Light Company, has been appointed advertising manager of the Chevrolet Motor Company. He succeeds G. F. LORD, who recently resigned. Another appointment is that of R. K. WHITE, who also comes from the Delco Light Company, who will have charge of sales promotion.

L. F. GARLOCK, formerly zone sales manager of the Chevrolet Motor Company at Charlotte, North Carolina, has been transferred to the general office in Detroit, where he will have charge of special service promotion work.

T. L. LENEHAN, for many years associated with the advertising departments of the Hearst newspapers and more recently local advertising manager of the Chicago *Herald & Examiner*, has been appointed advertising director of the Milwaukee *Sentinel* and the Sunday *Sentinel-Telegram*.

J. R. WALTON has been appointed sales manager of the Meriden Cutlery Company, Meriden, Connecticut.

FRANK B. GRISWOLD, JR., who has been in charge of the financial advertising department of The New York *Times* for two years, recently became New York representative for The Chicago *Journal of Commerce*.

GORDON W. KINGSBURY, formerly advertising manager of the Diamond Crystal Sales Company, St. Clair, Michigan, has been made manager of the Adcraft Club of Detroit.

IRVING S. KEMP has been elected to the presidency of the Evansville Tool Works, Evansville, Indiana, to succeed the late FRANK LOHOFF. MR. KEMP was formerly vice president and general manager of the firm. Previous to his connection with this company he was sales manager for Vaughn & Bushnell Manufacturing Company, Chicago.

LEONARD W. SMITH, for several years vice president and, more recently, treasurer of The Dunlop-Ward Advertising Company, Cleveland, Ohio, became editor of *The Mailbag*, the Cleveland journal of direct mail advertising, beginning with the September issue of that publication. MR. SMITH also becomes president of the company.

WM. B. REMINGTON, formerly vice president and general manager of Whiting & Cook, Inc., has become sales manager of Huyler's, New York, to succeed CHARLES E. DORRELL. Associated with him will be JOSEPH L. BADGER, formerly advertising manager and assistant sales manager for Whiting & Cook.

BLAKE, MOFFET & TOWNE, Los Angeles, California, announce the appointment of FRED J. WORSLEY as director of the sales promotion department. MR. WORSLEY was formerly with the Linde Paper Company, Newark, New Jersey. He succeeds BRUCE KLEINSMID.

MERRILL A. PEACOCK, for many years connected with the Yakima Fruit Growers' Association, Yakima, Washington, has been appointed sales manager of the Yakima Fruit Exchange, a recently formed cooperative fruit sales agency. MR. PEACOCK formerly had charge of sales and advertising for Richey & Gilbert Company.

ROGERS & COMPANY, Chicago, have appointed A. EARLE HIGGINS director of sales for that organization. MR. HIGGINS was formerly sales promotion manager of Henry Lindenmeyer & Son, New York.

EDGAR A. STEELE, recently Western representative of the Boston American, has been appointed special color representative of Capper's *Household Magazine*.

W. H. McFAUL, formerly business manager of The St. Paul *Pioneer Press and Dispatch*, has become assistant publisher of the Chicago *Herald & Examiner*.

MR. H. R. ICKES, formerly district sales manager for The Climacene Company, has been promoted to general sales manager with headquarters at Canton. He was formerly western district sales manager with headquarters at Chicago.

35¢

THIS is the price people pay for each copy of *Cosmopolitan*. More than 1,200,000 families read *Cosmopolitan* every month. No other 35 cent magazine has within 500,000 of this circulation. Our readers are willing to pay the price because of their intense interest in its contents—an interest which includes the products displayed in the advertising section.



Cosmopolitan

35¢

*Your national sales map has 663 points of concentration—this is where *Cosmopolitan's* circulation predominates.*

An edition that is limited to one copy only ~ your copy

SUPPOSE there were put on your desk this morning a book containing such information as:

What your chief competitors are doing.

What consumers really think of your products—and your competitors' products.

What dealers say you should do to enable them to get more sales and bigger profits.

Markets you aren't reaching and how to reach them—quickly—economically.

A Richards Book of Facts contains exactly that kind of information built to your order from facts gathered in the field. For one manufacturer, his Richards Book of Facts changed his entire system of distribution. For another, it made a vital change in selling plans. For another, it revolutionized his methods of advertising.

For still another, the original "facts book" was boiled down into an interesting and helpful sales manual that every salesman uses in his daily work—a constant source of sales and marketing information.

As one manufacturer puts it, "The book gives me a wonderful sense of security. Instead of guessing blindly and stumbling along in the dark, I now have a fund of practical information that provides a logical background for everything I do."

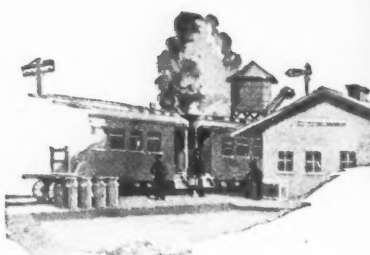
We will gladly tell any manufacturer how a Richards Book of Facts may be used in his business as the basis of sound merchandising and advertising plans.

JOSEPH RICHARDS
COMPANY, INC.
255 Park Avenue
New York



"The Richards Book provides a logical background for everything I do."

From a Manufacturer's Statement



RICHARDS "Facts first—then Advertising"

TRADE MARK REG.

Sales Management

A Dartnell  Publication

Volume Seven

Chicago, September, 1924

Number Three

Why We Hire Young Men—and How We Train Them

How Curtis Lighting, Inc., Laid Out a Year's Training Program that Helps Every Employee in the Organization

By *Norman B. Hickox*

Sales Manager, Curtis Lighting, Inc., Chicago

EVERY foreman, department head, officer and executive of our company has been assigned a definite part in our new training program for men who come into the Curtis Lighting, Inc. organization. One of the biggest features of this plan is that these older employees automatically train and teach themselves as they teach the new recruits. The new plan, therefore, is one that is proving doubly successful.

The growth of any business necessitates the constant bringing in of new men. Our business is no exception. In the past we have been content with ordinary haphazard methods of hiring and training new men—not only for the sales department, but for other departments as well.

While we always have made an effort to give these men a certain amount of training, we never have had any plan or system for helping newcomers learn the business. I suppose we have made as many mistakes in this respect as any other concern; perhaps we have made the same mistakes that most organizations make.

Our past experience has taught us that we must bring in young men. We have found that the younger the men are, the less they

have to "unlearn." So now we bring them in before they have had any business experience whatever. They are hired right out of the universities.

We are fully aware that there is nothing new in this method of obtaining recruits for a business organization. I suppose it has always been done since business organizations have been seeking college trained men. But we have instituted a plan which, in certain phases, is new as far as we know. Because it can be adapted and used by any organization, no matter how small or how large, I am going to describe it in some detail.

Recruiting the Right Man

Early last spring our salesmen and branch managers went to a number of universities where electrical engineering was taught. They obtained permission to speak to the electrical engineering graduating class. Our organization was described and outlined, and we offered to take applications from electrical engineering graduates who wanted to learn our business.

In a few weeks we had applications from more than one hundred graduates. From this group we selected ten men and brought them to Chicago. Each man had graduated from a different college.

Under ordinary circumstances these men would have come into the organization to be haphazardly assigned to whatever department that seemed best able to absorb them for the time being. Then we would have gone right ahead with our affairs and forgotten about these new men for several months. Eventually we would remember that they were supposed to be learning the business. Then we would have assigned them to another department and forgotten about them again.

Under our present plan the ten men start at the same time, and one man goes to each of our ten departments. They remain in each department five weeks. Thus at the end of a year they have all worked five weeks in every department of our business.

Now we come to that part of the plan where our present training method actually begins where our old method left off. Before the men arrived, we had laid out a course of one hundred lectures. These lectures are delivered on Wednesdays and Fridays, at three in the afternoon, and are attended by one or two executives, the entire class of ten men, and one or two members of the department which furnishes the lecturer. If the advertising manager is lecturing this week, one or

two of the members of his department, perhaps one or two members of the sales department, and one or two higher executives will attend in addition to the members of the class.

We allot only thirty minutes for the department head to deliver his prepared lecture. Then the meeting is thrown open for questions. In a number of instances the questions have lasted several hours, long after "quitting" time.

The benefits we will receive from training these ten men will not in any way equal the benefits our present organization is receiving from the plan. I might say that our own organization has undergone one of the most thorough overhauls and brushing-ups it has ever experienced in all its history.

Have New Responsibilities

In reality the entire business is on parade before the students. We felt it—each department head knew that he would be responsible for training one man every five weeks. He knew that he had been assigned a series of lectures on the functions of his department. Many of these men had never talked before any group of men. Some of them at first were struck with stage fright at the idea of having to get up and explain just how their departments functioned in our business as a whole. It made them ask themselves, "Now just what does my department do? Just what is its possibilities—its importance?"

Naturally when they asked themselves these questions they had to find the answer. They had to go over their departments carefully and put into their own words (in many cases for the first time) a logical explanation of their work. It was a greater check-up plan than we could have ever devised, because it magnified every false step, every lost motion, and every unnecessary effort in the business. It put each department manager "on parade" before the business, and before these ten new men. By the time he has answered all the questions these students will ask, the department executive will have had a checking-up that will be far more helpful than all the expert efficiency reports which could be written in a year's time.

At each meeting there is a stenographer on hand to obtain an exact

record of the lecture of every department head. Knowing that his lecture will become a part of the records of the training course, that it will be read by all the executives of the business, and later printed in our sales manual, each executive is making a determined effort to give a good account of himself and his department.

Each one of the ten students is required to keep a note book, which is turned in and examined at the



Norman B. Hickox

end of each five-week period when he passes on to a new department. He keeps notes on the lectures, makes notes and charts on the working of each department, and writes his own suggestions and ideas concerning every feature of the business. When we grade these note books we have an opportunity to form opinions of each man.

At the end of five weeks, each member of the class advances to the next department, according to a prearranged schedule. For instance, if student number one starts in the shipping department the first week, he will spend the last five weeks in the same department that student number ten was in during the first period of five weeks. By following out this plan each department receives the men in the same order. Each student who enters my department comes from the advertising department. In this way each department head knows just what training the student has received.

These students are started in at the rate of \$100 a month. At the expiration of three months their salaries are raised five dollars. Three months later they are awarded another five dollar raise, and another at the beginning of the tenth month. At the end of their training period salaries will be adjusted according to the worth of each individual to the business.

These new men ask some of the greatest questions imaginable; every question is considered carefully and a serious answer is given. By having the two meetings weekly, each student becomes more and more familiar with the business, and even before he has actually worked in many departments, he will have had an opportunity to learn a great deal about the business as a whole. The actual work in each department will acquaint him with the details of the business.

Men Acquire Broad Knowledge

It has seemed to me that, in some instances, specialization has been carried too far. Men come into a business as salesmen and are given to understand that nothing should concern them except the garnering of signatures on the dotted line. Other men come into the accounting department and are entirely out of sympathy with the sales or other departments. This lack of sympathy between departments is not due to any natural antagonism between department heads, but may be attributed to the fact that the men have never had the opportunity to see the other fellow's problems.

This plan can be adapted to any size business, no matter whether two or ten or fifty new men are wanted each year. Our idea in having each man start in a different department was to eliminate the disruption to business which would follow, were we to send the entire group of ten men through each department at the same time. By routing them through the various departments one at a time, we are enabled to obtain a certain amount of work from each student. My estimate is that every student will earn at least half of his salary from the very start, and perhaps toward the end of his year of training he will be earning as much for us as any person who would be paid an equal amount.

How Much Horsepower Has An Automobile Advertisement?

Wherein Fifty Current Advertisements are Dissected as a Basis for a New Idea in Judging Circulation and Copy Values

By Kenneth M. Goode

THE automobile industry—cars alone, not including trucks, tires, or accessories—spent in 1923, we are told, about seven and a half million dollars for magazine advertising. The expenditures of 1924, apparently, run not far less. For our purposes, any fairly close guess is good enough.

This magazine advertising, our figures show to be about:

General Weeklies .. \$5,250,000

General Monthlies .. \$1,050,000

Women's Magazines \$1,200,000

Now, without too ponderous an examination, let's try to ascertain, as nearly as we can, just what the automobile industry is buying for itself with that \$7,500,000.

The first thing the automobile manufacturers get for their \$7,500,000 is circulation—magnificent millions of it. Not merely the best people once or twice, but practically every magazine reader in the United States over and over again.

But circulation, of itself, is as void as time in which nothing happens. A giant cannon is effective only because it will carry a giant projectile. Unless the loading is as powerful as the gun, all your artillery practice is weak and wasteful.

Zero multiplied by the biggest number you can think of still remains zero. No matter how many million you circulate of a blank page, you never make it say anything.

The last of the last million of a feeble advertisement is exactly as ineffective as the first copy off the press.

The dumbest little mail order advertiser realizes this. He knows that unless his advertisement gets a certain planned-in-advance response from a given number of people in any and every hundred reached, every extra copy he pays for increases his loss. Within the next five years all advertisers will, I think, come to recognize this

principle must apply even more strongly to general publicity.

This is a long excursion; but when we are dealing with \$7,500,000 worth of circulation, nothing is more important than to keep keenly in mind what circulation really is.

Circulation merely multiplies; it never adds!

The fact that a broadcasting station is powerful enough to be heard by all the Persians, half the Esquimaux, and every third family in Terra del Fuego, doesn't make its Bed Time stories one bit more snappy, nor the saxophone solo more mellifluous, nor a political convention less monotonous.

With this fact firmly fixed, let us rid ourselves of the big circulation complex and all the different kinds of awe that tend to halo any page costing several thousand dollars, and examine a million dollars' worth of automobile advertising as calmly as if it were pasted in a sample book brought in by a copy man out of a job.

I have before me a few more than two hundred (200) advertisements of automobiles. They were selected, independently, by four different people, each following his or her interpretation of these instructions: "Tear out some automobile advertising—cars only—to cover from now back to January 1923; as many different makes in as many magazines as come handy."



On Highway or Boulevard Synthetic Surpasses All

To place the greatest amount of fine automobiling within the reach of the greatest number of people was the inspiration for this remarkable car—the new Synthetic Ten.

Powerful, speedy and brimming over with dash and spirit, its air of trim, sophisticated smartness has completely captured the public imagination. The favorable attention which it invariably commands provides a thrill additional to its characteristically fine and spirited performance.

It invites you to find out for yourself, by actual experience in the car, that it is, in literal fact, as great an advance over motor cars built to present standards, as are those cars over the automobile vehicles of fifteen years ago.

They retain their nimble performance. Economy in fuel and oil continues. There is no burden of maintenance cost. Such economy testifies to the remarkably fine engineering of the Synthetic Ten.

It is the result of the modern application of proved engineering principles.

Fleetness for the open stretches is also supplied in goodly measure. Long steel base and buoyant springs of unusual design defeat the shocks of roughest travel. A low center of gravity and perfect balance assures freedom from dangerous lurch and side sway at any speed and on any road.

As cool in summer as it is snug and weather-proof in winter, the Synthetic Ten has an unflinching appeal to women and children, who appreciate its many features of comfort. Everything and more than she had hoped for, she finds splendidly realized. Its comfort, ease of control, dependable brakes and buoyant riding qualities—all are even finer than she had dared to imagine.

Powerful, flexible, permanently silent, comfortable and outstandingly beautiful—that describes the Synthetic Ten.

SYNTHETIC TEN

AMERICA'S COMPOSITE CAR



An advertisement for a new automobile, "The Synthetic Ten, America's Composite Car," made without changing a word from ten paragraphs selected at random from advertisements of ten different makes of cars.



How the editor of the New York Daily News would make up an automobile advertisement. Under the influence of motion pictures and radio, the Daily News takes up one generation later than Mr. Hearst and makes some circulation history.

In the two hundred advertisements thus chosen there are fifty different makes of cars as advertised in seventeen magazines.

So this examination may, perhaps, be considered representative.

As to its fairness: I have not selected single extreme examples to prove a point. On the contrary, to resist any temptation to juggle for the fun of it, and to make certain of no injustice, I have, in every case, not only taken the advertisements in blocks, but have taken these blocks in rigid alphabetical order. In the few cases where an advertisement was skipped because some peculiarities prevented its fitting smoothly into its prescribed place, that fact is frankly noted.

Now for a little series of experiments, which, by the way, were laid out long before the advertisements were collected.

Beginning with "A", take the first ten different makes* we come to in alphabetical order. Out of the first advertisement of each make extract a single separate paragraph. Then, without changing a word or letter—nothing except the order of the paragraphs and the car names—fire the opening gun for the SYNTHETIC TEN—"America's Composite Car."

Now let's take the next ten ad-

vertisements—one each of the second ten different makes of cars as they come alphabetically in my collection. But this time, instead of running the paragraphs together, leave them apart.

1.
"For any season of the year—for city pavement or country lane—for youth or for conservative middle age—for any heart which responds to fineness—this remarkable production of—engineering and designing skill possesses an appeal which is well nigh irresistible."

2.

"And where you find a car of comparable appeal in body and in automobile performance you will also find the cost is from \$1,000 to \$1,500 greater than for the

Under
Daily
Hearst

3.

"The new ——— is especially intended for those whose use of a motor car is continuous and exacting—but thanks to the exceptional character of the body work, it is also endowed with a high value, in point of comfort and lasting satisfaction, rare and unusual in cars of this type."

4.
"Then, remember, that there is an additional satisfaction enjoyed by every owner. It is absolute confidence in a mechanical foundation that not only assures brilliant road performance, but long life and minimum repair bills."

5.
 "Give me a _____, —
 summer days—vacation
 hours — mountains — land-
 scape—far stretching plains
 — freedom — relaxation —
 moonlight on the open road."

6.
"The distinctiveness so apparent in each of these products of _____ craftsmanship is bound to survive the year-to-year changes in body design, and in seasons to come, prove a source of keen satisfaction to every owner of the _____."

7.
“But ——— owners tell us that they enjoy from their cars not only that sense of well-being and sustained satisfaction ever associated with products of splendid draftsmanship, but also a superiority of performance

they have always anticipated but never previously found."

8.
"The respect the _____ enjoys among owners of fine cars is based on no single phase of excellence. Impressive as are its several qualities, these alone could not sufficiently account for the universally high estimation in which this car is held."

9.
"Individual and expressive coach-
work has always been a characteristic
of the ———, the best built car in
America."
10.

"And never once during its seventy-three years of fine, conscientious and able building has the _____ factory looked for a shortcut to quality or tolerated a substitute for the simple art of honest building."

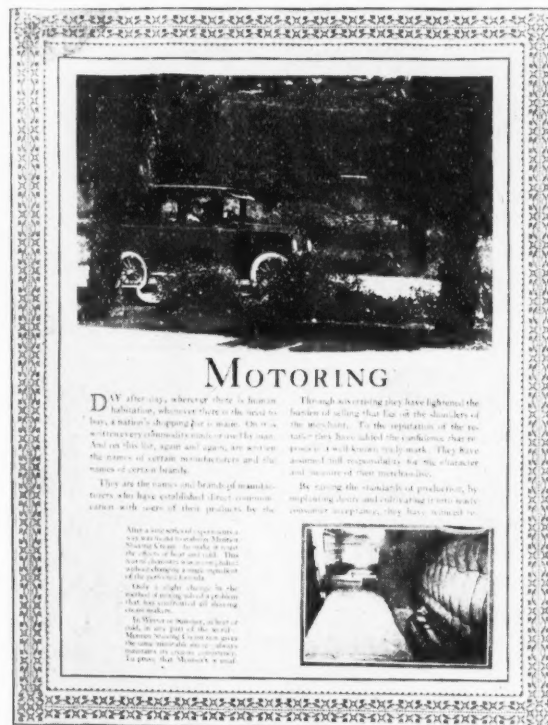
I have been careful to select in every case a paragraph containing the name of the car. How many blanks can you fill? Or better, perhaps, try the name of your own car; see how many paragraphs it will fit. And then try to think of some other good cars that won't, in each case, fit equally well.

That, remember, describes ten different cars. Here, on the other hand, selected from the advertisements of the last ten makes alphabetically in the pile†, are some of the more general paragraphs.

(Continued on page 1549)

*Two of the first ten are too closely written to permit a detached paragraph, so two others are substituted from the second ten.

†One out of ten didn't have *any* copy, so we have drafted an eleventh from the pile.



How the average automobile advertiser would make up a page in the Daily News. He will say there is no connection whatever between what he is trying to do and what the editor of the Daily News is trying to do. But just how true is that?



Anytime
you're hungry
Oh Henry!
IS THE
CANDY

10¢

Poster showings are dovetailed with newspaper advertising and window displays wherever Oh Henry! is placed on sale

Why We Stopped Making and Selling a "Line" of Candies

"If We Ever Add Another Product We Will Have a Separate Sales
Force To Sell It—That's How Strong We Are for Concentration"

By George H. Williamson

President, Williamson Candy Company, Chicago

"**W**E cut down the number of our products from six to one, concentrated our selling effort on that, and our business has increased more than 2,000 per cent."

This, in brief, is the story of the sales growth of Oh Henry! the famous candy bar which began in a small Chicago confectionery shop, and which now sells at the rate of more than 110,000,000 a year—enough to tickle the sweet tooth of every person in the United States.

George Williamson, originator of Oh Henry! and president of the Williamson Candy Company, which makes it in Chicago and Brooklyn with the aid of some 600 employees, has a most interesting story regarding the reasons for the growth of his product since the business was started as an extremely modest wholesale candy enterprise. His whole experience with this confection shows that simplification of the line will be followed by an increase

in selling efficiency in the candy business as well as in any other branch of enterprise. And the causes to which he attributes this fact are fundamental to practically all divisions of merchandising.

The Williamson Candy Company, as has been said, was at first a modest establishment. It manufactured its own confections on a retail scale, which compares with a wholesale scale as home cooking compares with the culinary requirements of, say, an army camp. Later it undertook the manufacture of a few items on what might be called a modest wholesale plan, and when the lease of its retail shop expired, this branch of the business was abandoned. Mr. Williamson had concluded that candy makers who had to turn out a great many varieties in small amounts would be handicapped for volume production in a few items. So the Williamson Candy Company launched forth on an exclusive wholesale basis with a

line of about a half dozen products.

Now the candy business differs a little from most other lines of enterprise in that nobody expects a product which wins wide popularity to build up a permanent sale. The sales may be big, but not permanent. The expectation is that the confection which goes big today will be practically dead a year from now.

For this reason jobbers are always on the alert for a promising new candy to take the place of today's seller which is—supposedly—sure to die soon. And for this reason confectionery manufacturers have long been in the habit of bringing out new candies constantly and of sending their men on the road with lines containing a dozen or more items. This whole situation is brought about by the fickleness of the people's taste, which is, again, fundamental.

Now the candy jobbers, being constantly on the lookout for a

winning candy, and never knowing just where it is coming from, have been in the habit of spreading their orders pretty thin—a few boxes to this man and a few boxes to that man, and, in fact, something to every salesman. But no big orders to any one of them, except those with a temporarily big seller.

"This condition," explained Mr. Williamson, "produced a most unfortunate effect upon the salesman himself. He approached the wholesale buyer with his line, knowing in advance that he was pretty sure to get some business, so the house could not accuse him of falling down completely. He knew likewise that the policy of most jobbers prevented them from giving big orders to anyone who did not have a 'winner' at the moment. Therefore it was but natural for him to assume a somewhat passive attitude toward his selling. With a line containing anywhere from a half-dozen to thirty or forty items, any one of which might be discontinued at any time, it was not to be expected that he would spend much effort to charge himself with high pressure selling enthusiasm on any of them.

"The result was this: the jobbers ordered five-cent articles without urging, and the salesman rather left the ten-cent items, upon which money could be made, to their fate."

Sales Efforts Were Thin

Here is a situation which finds its analogy in almost every branch of business. And the manner in which the Williamson Candy Company extricated itself from this situation, to the great astonishment of the candy trade as a whole, is an important episode in the history of confectionery merchandising.

"We found that our salesmen were no exception to the usual rule," said Mr. Williamson. "Although we had but a half-dozen items in the line, and all of them candies of good quality, we found the men were spreading their efforts rather thin. We sold goods, but not enough to suit us. It did not seem as though the enterprise was going to be a big one.

"We followed the usual procedure of bringing out new goods from time to time in the hope that we would pick a winner which would make a lot of money for us, and that when it had fallen off in sales

another winner might be found.

"A good illustration of what the candy manufacturer encounters when he does bring out a good article is seen in the case of a 'pudding' which we made some years ago, and which we marketed in Chicago without any name. This was an excellent piece of confectionery put up in an attractively crimped paper cup. The materials were absolutely the best we could buy. The center was made with the best quality of sugar, the highest grade flavors, and richness was added by means of print butter, in place of the usual pail product. The whole was enclosed in a high grade of milk chocolate, which gave it a smooth flavor of unexcelled palatability.

When Imitation Hurts

"Well, the candy proved immensely popular right from the start. Soon the public was buying it heavily and sales were going up and up. But when this happened competition got after us, and we began to find in the retailers' showcases candies identical with our puddings in everything except the ingredients.

"We began, also, to hear of instances where customers who had bought our particular candy for months would run across one of the imitations, would bite into it and then say, 'Well, I suppose those fellows have begun to soak the public on quality, now that they have built up a business. I'm through with this stuff.' Such incidents hurt our sales tremendously.

"This pudding was not a product upon which quantity production could be obtained, and as it did not keep well, we discontinued it. But the incident brought home to us very strongly the necessity of protecting our goods against imitation."

By the time the Williamson Candy Company was well established in the wholesale business all of its candies were trade-marked, and all were selling moderately well with Oh Henry! as the leader. But the management was not satisfied to do business on the usual scale. Mr. Williamson had an idea that there was no reason why—in spite of the acknowledged fickleness of public taste—a candy could not be worked into a steady and permanent sale, just like a branded article of food. He had, in fact, a theory that steady

advertising would do the work. And his idea was about as close to heresy as anything which the candy trade had ever heard of.

But in spite of the apprehensions of business associates, and the earnest warnings of well wishing competitors, the Williamson Candy Company discontinued all its brands except the leader, went in for billboard and newspaper advertising, and began to experience a surprising growth in sales immediately.

"What really happened was this," explained Mr. Williamson in discussing the reasons for the success of his plan. "Our salesmen were relieved at once of the necessity of scattering their selling force and enthusiasm over six products. They concentrated it all on one. They had a chance to study that one as never before. They learned things about it which they had never noticed. They even offered suggestions for its improvement, which were adopted.

"When the buyers sought to put them off with the usual small orders, they came right back with bursts of energy that moved the goods in large quantities. Since Oh Henry! was a ten-cent article, we were able to make more money on it than we had on the discontinued items. And likewise, a lowering of manufacturing cost was made possible by reason of the fact that we had only one type of product to turn out in the factory. The benefits, you see, were widespread."

No More Small Orders

The trade, however, was convinced that the splurge of selling could not last. No piece of candy had ever retained its popularity more than a year or so, and it was not on the cards that this one could hold it. But during all their decades of experience the veteran confectioners of the country had been overlooking two things. These were, first, that people who got tired of a candy would not necessarily remain so all their lives, and second, that many people who would not buy a candy just from seeing it in a showcase could be persuaded to do so if advertised to long enough.

In fact, the candy business had been built up on the theory that sweetmeats were for children, and

(Continued on page 1538)

Developments in Scientific Methods For Selecting Salesmen

By H. G. Kenagy

Sales Research Department, Procter & Gamble Distributing Company

Mr. Kenagy's work is concerned with taking the hocus-pocus out of the methods for selecting salesmen. He will be remembered as the author of an article in the February, 1923, issue of SALES MANAGEMENT, "Do Blonds Make the Best Salesmen?" which exploded the old theory that most brunettes were too slow to make good salesmen. While at Carnegie Institute of Technology Mr. Kenagy's work attracted wide attention. He is continuing his researches in this field since joining the Procter & Gamble Company as head of their research department.

CAN scientific research be applied profitably to the solution of problems concerned with the development of an effective sales organization? No final answer can as yet be made, but the results achieved to date in a number of progressive companies indicate that we may confidently expect an affirmative response. This is true in spite of the fact that organization is a human problem and therefore contains the "human equation"—which is not an equation at all but an "unknown quantity."

In the past, management of sales personnel has depended for success in building an organization, upon experience, unorganized and unanalyzed, and upon shrewdness in judging men, based on hunches or unproved schemes of analyzing character.* Lately a technique has been developing, based on scientific methods, which operates to take the guess out of this phase of management. It can now be demonstrated that the management of sales personnel can in some important respects be put on a guaranteed or predictable basis, that rule-of-thumb methods need no longer be followed.

The selection of salesmen will serve as a good example. There is perhaps no phase of the work of the sales executive where there is as little general agreement as there is on how to pick good salesmen. A thousand and one schemes have

been tried out more or less—generally less—thoroughly, and some, like character analysis, have been widely accepted in whole or in part, but they have brought us no nearer the goal of successful selection methods than we were twenty

years ago. On the whole, sales executives have not been willing to spend the time and money necessary to carry on the fundamental experiments which are necessary before any real progress can be made.

What are the fundamentals of a selection program which will, to a large extent, replace guesses with guarantees? First, we must determine—in quantitative terms as far as possible—the qualifications necessary to success as salesmen for the particular company or sales organization. Second, we must be able to set certain definite standards, based on these discovered qualifications, which can be used in sizing up applicants for sales positions. Third, we must have accurate, reliable, objective methods for discovering the degree in which an applicant measures up to the company standards.

These things sound simple, because they state fundamentals, but they involve years, not months, of

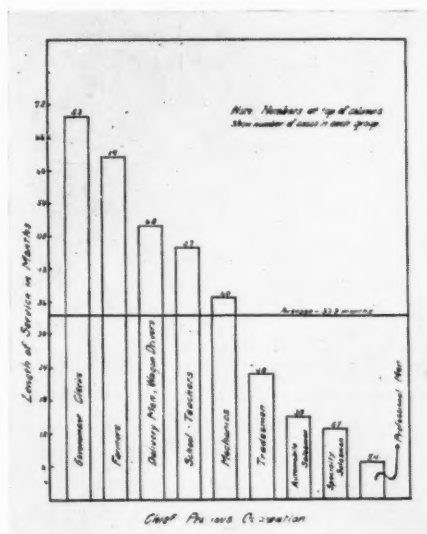


Chart B. Length of service of occupational groups

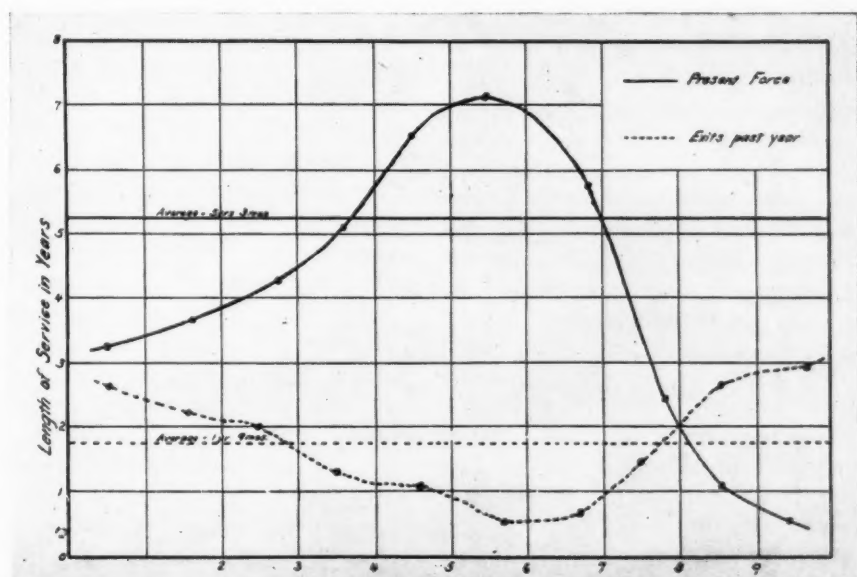


Chart A. Relation between education and length of service with company

*SALES MANAGEMENT's recent series of articles on "Business Fakirs," by Mr. Colcord, should serve the purpose of helping to destroy whatever faith sales managers have had in phrenology and other fake schemes of character analysis. However, Mr. Colcord may be too sweeping in his condemnation. Reputable psychologists are by no means agreed that there is nothing whatever in the assumptions of the character analysts. Sufficient error and misrepresentation have been discovered to discount rather thoroughly their methods, but science can go no farther than an insistence that they furnish proof—scientific proof—of the statements which they make. At the present time, little, if any, such proof has been offered.

careful study and research before results can be obtained. Perhaps that is why so few concerns have "gone in" for this sort of investigation. However, there is nothing particularly "deep" or difficult about it, and there is always the assurance that the results secured are based on facts instead of opinions.

The first essential in building a program of selection requires an answer to the question: How can a sales manager determine the qualifications which are necessary to success as a salesman for his company? Naturally, one of the best ways is to find out the qualifications which are possessed in common by the successful salesmen now employed by the company. By "successful" we do not mean the few "stars" or freaks found in every selling organization. Such men are usually successful in spite of the violation of most of the rules of salesmanship and company regulations as well. We are talking about the upper thirty or forty per cent of the men in the sales force. What are their common characteristics?

What are the Qualifications?

The characteristics of salesmen, as of any group, divide themselves into four classes—physical, personal history, mental, and temperamental. The last named covers what are usually designated as traits of character or personality. At present little is known about how to analyze and measure such traits, but some promising research methods have come into use recently. The physical and personal history factors are perhaps the easiest to deal with; the mental factor is yielding more and more to scientific evaluation.

Among the physical elements in selection are included such things as age, height, weight, color of hair and eyes, physical defects, and dozens of facts related to health and strength. More and more sales applicants are being required to take physical examinations, but the examination record has been used merely to determine the applicant's general health. Age and height, particularly, have been considered important in selection but in few cases have their actual importance been measured.

According to the formula previously stated, what the sales manager needs to do is to discover at

what age, or range of ages, most of his successful salesmen come with the company. Then he must compare the successful group to the less successful to see how significant the age factor is. If a large majority of the successful men came with the company before they were thirty years of age, whereas a majority of the less successful were hired at ages ranging, say, from thirty to forty, then the sales manager has discovered the most favorable age range at which to employ new men.

Sometimes peculiar things show up on such an analysis. One large eastern concern found that a large proportion of men between forty-

THIS article is the first of a series of three on the subject of selecting salesmen. The next article will appear in an early issue of SALES MANAGEMENT.

Mr. Kenagy states that he does not describe, either directly or by implication, the selection program in use or contemplated by the Procter & Gamble Company. The company is carrying on extensive research to improve its methods of selecting salesmen, but no final or conclusive results are at hand.

five and fifty years of age at the time of employment, made good sales records and were relatively permanent additions to the sales force, whereas men between forty and forty-five were comparatively poor risks. A possible explanation of this may be that men between the ages of forty and forty-five are unsettled in their physical and mental make-up. A great many men arrive at the age of forty only to find that they are not getting anywhere in life, that they are in a "blind alley," so to speak. They realize that if they are ever to achieve anything, they must break loose, try something else, get into something new. A great many of them take a "fling" at selling something, or radically change their line if they are already salesmen. Because they are unsettled, many make unwise choices and try jobs for which they are wholly unsuited, and a large per cent do not make good. However, after four or five years of trial and experiment, many of these men seem to find themselves, get into a line suited to their abilities, and settle down for life.

A distribution of salesmen according to "age at application" may not be fully conclusive because it includes only the men who are at present employed. Perhaps a distribution of the "exits" during the past two or three years would show that most of the men who were discharged as unsatisfactory were between the ages of twenty-five and thirty at the time of employment. This is not likely to be the case but, before the analysis is complete, the sales manager must find out exactly what the records show. The analysis may show that a large number of "exits" were employed when between the ages of twenty-five and thirty, but if most of them left for reasons other than unsatisfactory sales work, the validity of the age standard in selection still stands. If the data on "exits" conforms in general to the age picture made from the present sales force, the sales manager can confidently use the age range twenty-five to thirty as his standard in selection, if other things are favorable.

The Age Factor

That last phrase—if other things are favorable—may well be injected into the whole discussion right here. Age can be only one of the factors which must be considered in judging the fitness of an applicant. Every important fact must be considered and its significance determined. The final decision must be based on a composite of all the significant items. A method for putting this system into operation will be discussed later.

It might be interesting to go on and discuss, from actual experience, the significance of other physical factors in selection, but space is lacking. In the matter of height, for example, it has been proved that salesmen as a class are at least an inch taller than the average for the general male population. It is also true that superior salesmen are slightly taller on the average than salesmen in general. The average height of a large group of highly successful salesmen, taken from many different companies, was 5 feet 9.6 inches. But the significance of height, weight and all other physical factors must be determined for each company in the same way as the favorable age

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Why Our Business Didn't Suffer When We Discontinued Our Guarantee

A Frank Discussion of Policies that have Built the Holeproof Hosiery Co. from a One-Man Shop to a Position of Leadership

By Edward Freschl

President, Holeproof Hosiery Company, Milwaukee

THE division of our business which was making Holeproof Hosiery was a failure when I graduated from college in 1899. I knew nothing of the hosiery business—nothing of any business, to be exact. Probably because it was thought that I could do the least damage in this department I was given charge of the entire division which was making Holeproof Hosiery.

"At that time my only knowledge of business consisted of what I had learned from making my personal purchases. We had tried to sell Holeproof Hosiery through the regular jobbing channels along with our other hosiery, but the jobbers were not interested in our guaranteed hosiery. Neither were the dealers interested. They thought our guarantee was merely a selling expedient; in fact, many of them thought the guarantee was a fake, or at best a tricky piece of business.

"Knowing so little of business I decided to try selling Holeproof Hosiery by mail, direct to the consumer. It was the only kind of selling I knew anything about. We used small space in a limited number of periodicals, advertising six pairs of hosiery at twenty-five cents a pair; we guaranteed these six pairs to wear for six months. If they failed we replaced them with new hose.

"The first year we spent about ten thousand dollars in advertising and sold between forty and fifty thousand dollars worth of hosiery. Not

a very profitable business to be sure, but it was a start.

"The following year we spent more money in advertising and the business was more profitable. We lived up to the letter and spirit of our guarantee, replacing all hosiery that failed to wear as we guaranteed it. At first I was the sole em-

made much of a success at it. They overlooked the one vital point that enabled us to succeed. We were selling hosiery that was superior to similar priced hosiery sold by other manufacturers. When they started selling and guaranteeing ordinary hosiery the returns were so numerous, and so many people were disappointed that it was impossible for the business to grow.

"As our mail order business grew it was only natural that a demand was created on the retail stores throughout the country. After a few years we began receiving orders from dealers, although the jobbers never appeared interested in Holeproof guaranteed hosiery. As this demand on dealers began to grow we planned to abandon the mail order business and sell direct to the retail trade, eliminating the jobber.

We did not abandon it immediately, but gradually permitted the retail stores to take over the mail order business, although of course it continued for a number of years until we had complete distribution.

"When our salesmen started out to sell to the retail stores it was customary to give exclusive agencies for Holeproof Hosiery. Dealers demanded this privilege, although they were unwilling to give us any guarantee of sales as a return for the exclusive privilege. We were often solicited to enter into contracts giving retailers exclusive sales on Holeproof Hosiery for various periods. We always refused to do this, limiting the exclusive selling



Edward Freschl, president, The Holeproof Hosiery Company

ployee in the mail order department. I did the packing, shipping, book-keeping, and handled all the details of the business. As it grew it was, of course, necessary to add other employees, but because I did all this work I knew every feature of the business. All the time we realized that our liberal guarantee was being abused by some thrifty buyers, yet the business prospered nevertheless.

"At first we were looked upon as pirates in the hosiery business. None of our competitors took us seriously for a while, but when our business continued to grow a host of imitators appeared with imitations of our guarantee, or variations of it. I do not remember that any of them

arrangements to a rather indefinite period, qualified by the stipulation that they were to have exclusive arrangements only so long as the business was satisfactory.

"As distribution grew we saw that it would be necessary to add more outlets. In New York a large dealer had exclusive selling rights on Holeproof Hosiery for several years. They built the business up to a point where they were buying upwards of one hundred thousand dollars' worth of hosiery from us annually. But that was not enough. With their permission we started selling other retailers in New York. The business showed a big increase, not only because of the increased number of retailers sold, but our first dealer's sales also increased.

"It was the same in every instance. In Chicago a chain of stores was once our only customer; today we sell more than two hundred and fifty dealers in Chicago. While some of our customers complained when we branched out and started selling other dealers it invariably proved a good thing not only for us, but for our former exclusive dealers. When we started it was the rule to sell through exclusive agents or dealers; today it is the exception.

Pioneer Hosiery Advertisers

"I often think of this change in policy as a natural development of the business. At first the guarantee was used as a selling expedient in introducing Holeproof Hosiery. The business soon outgrew the mail order stage. Then came the plan of selling through exclusive dealers. The business soon outgrew the exclusive dealer plan. Each time when we contemplated a change there were men in our organization who freely predicted failure. Changes which today appear to be natural developments of the business were looked upon as dangerous and revolutionary while the changes were being made.

"We were one of the first advertisers in the hosiery field. There were other brands being advertised in a limited way when we started, but the bulk of the hosiery business was in private brands sold by jobbers, or in lines which were entirely unidentified so far as consumer was concerned. Today there are dozens of well advertised, widely-known lines of hosiery. When we started advertising the 'legitimate' manu-

facturers looked upon us as interlopers; our guarantee was frowned upon, and failure was predicted on every hand.

"I suppose it is the same in every business; changes, improvements, and new ideas are looked upon as revolutionary, as dangerous and spectacular. Viewed in retrospect they appear insignificant.

"As our business continued to grow, and Holeproof came to be an accepted factor in the hosiery

"FOR many years we had always conducted our advertising on the basis of two campaigns a year—four months in the spring and four months in the fall. Because our sales fell off in July and August and January and February, we had always discontinued our advertising during these months.

"Then a year or so ago I got to thinking about this policy. Was it the correct one, after all? People didn't stop wearing hosiery during these months. Then why stop advertising? I decided to go to our board of directors and ask for a larger appropriation to cover advertising expenses for these four 'off' months.

"Now we are advertising twelve months in the year instead of eight, and I believe it is the right way to advertise."

This is one of the principles explained by Edward Freschl, president of the Holeproof Hosiery Company, in the accompanying article in which he tells of the policies that made that business one of the leaders in its field.

business, I began to see that our guarantee was an expensive selling lever. Originally a 'hook' to obtain mail orders it had grown into the warp and woof of our business until it was a drain upon profits—an unnecessary drain I thought. So many people abused our guarantee that we began to think of discontinuing it.

"Preliminary to discontinuing our guarantee I started on a trip around the country to sound out some of our dealers on a proposed plan of discontinuing the guarantee. When the subject was broached to them they assured me it would be business suicide.

"'Why that's all there is to your business—this guarantee—six pair—six months wear,' they declared. Every dealer I talked with was positive that there would be no further demand for Holeproof Hosiery once

we eliminated the guarantee. When I returned to the factory I found members of our own organization equally afraid to discontinue the guarantee. They had become so imbued with the apparent importance of the guarantee it seemed preposterous to them even to think of discontinuing it.

"While we were still debating the question the war came on. With it came the vast increase in demand for hosiery. Our business grew so fast that it was virtually impossible to make hosiery as fast as we were selling it. We couldn't supply the original demand, much less take care of the replacements which had to be made to make good our advertised guarantee.

"So the guarantee was finally discontinued. All the time the discussion was going on it made me mad to think that we couldn't convince ourselves or our dealers that our hosiery would sell without the guarantee. I knew we were giving full value without the guarantee. Our hosiery was worth all we asked for it, yet on top of that we were giving away thousands of pairs every year to make good the guarantee which we had started in the early days of our advertising. The more I thought of it the more out of patience I became. I determined that we would show the trade that it was possible to sell our hosiery without the guarantee.

A Misinterpretation of Policy

"Even though I was determined on this point I was persuaded to prepare a soft place to fall, so to speak. Members of the trade and our own organization were so positive the Holeproof business would dwindle away to nothing that we brought out a new brand of hosiery—Luxite—and spent some money in introducing it to the trade. This brand was exactly the same as the Holeproof brand, the new name being the only difference. We thought we would start all over again with Luxite if the dire predictions of our friends proved true in the case of Holeproof.

"But nothing happened. I don't believe we lost one account when the guarantee was finally discontinued. Our advertising continued to function the same as ever. Our sales force soon forgot that they had been deprived of what they thought to be a major selling point, and

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Sales Jumped When We Told Buyers How To Use Our Products

Increased Advertising and a New Sales Idea Boosted M. Hohner's Sales Five Hundred Per Cent in Two Years, After Sixty Years of Selling

By E. M. Wickes

SINCE 1857 M. Hohner, New York City, has been manufacturing accordions and harmonicas, but until a few years ago the firm never sold more than 3,000,000 harmonicas and accordions during any one year. Today, however, it is disposing of more accordions than ever and has boosted its annual harmonica sales to 15,000,000. In all, the concern does a yearly business having a total retail value of \$15,000,000 without suffering in any way from returns or bad accounts. And this prosperous condition is the result of a new sales angle discovered by William J. Haussler, vice-president and general manager, plus his methods of advertising and distribution.

They Had the Wrong Slant

Until Mr. Haussler made his discovery, the harmonica had always been considered an unimportant article, classed with tops, kites and marbles, hence the firm had no alternative but to market it as such. The average school boy took to the harmonica for a time to amuse himself. To him it was just a step above whistling, and he never took the instrument seriously.

Like the average boy Mr. Haussler fancied the harmonica in his early teens. And like all others he had to teach himself. Somehow Mr. Haussler got more out of a harmonica than most boys did, and his listeners seemed to enjoy his playing. He was always invited to the neighborhood parties with the request that he bring along his harmonica. The fact that he performed better than his boy friends, however, didn't surprise him. He took it for granted that he just happened to possess a knack for playing that particular instrument.

He was still a lover of the harmonica when he obtained his first position as an office boy with Hohner. He advanced himself

rapidly, learned the business thoroughly, and accepted the firm's deeply rooted theory that the harmonica could be marketed only as an inexpensive toy.

Mr. Haussler was still under this impression about three years ago when he was invited to deliver a business talk to a church congregation in Brooklyn. He was well acquainted with many of his hearers, who knew of his ability to perform on the harmonica, as well as of his habit of carrying one or more instruments with him. So as soon as he had closed with his address several of his friends asked him to play a few tunes. Mr. Haussler obliged, and when he was through he explained how he improved the sound by operation of his hands and tongue. After the meeting three old men told him that they had been playing the harmonica since they were boys, but they had never heard of any one using his tongue. Mr. Haussler demonstrated his method and asked the old fellows to try it on an extra instrument he had. They did and were amazed at the difference in their playing.

What Buyers Didn't Know

"That incident started me thinking hard," Mr. Haussler said, when telling about it during an interview. "In fact, I lay awake half that night pondering over the matter. I had a feeling that I had stumbled across an opportunity, but for a time I couldn't grasp the true significance. Before I fell asleep, however, I realized that for many years we had been selling millions of harmonicas without telling the consumers how to use them. And there was no one else to teach them. So it wasn't any wonder that the average boy couldn't get real music from a harmonica, in spite of the fact that it is capable of producing real melody.

"After mulling over my discovery

for a short time I was convinced that if we could get over to harmonica players my method of playing, we would be able to stimulate interest in harmonicas, which would induce more people to take to them and lead them to stick to the instruments for all time. But just how to get this idea across was something I couldn't figure out then. At that time the only way I could see was a mouth-to-mouth method of distribution. But I wanted something better.

"A week later I was still wrestling with the problem. Unexpectedly I was asked by Edward R. Maguire, principal of a junior high school in the Bronx, New York, to visit the school and give his harmonica band, which he had organized some years before, a few pointers on harmonica playing. I accepted the invitation, and after listening to the boys playing for half a minute I knew what was wrong.

Why Sales Were Slow

"Apparently none of them used his tongue, hence the band wasn't doing justice to the instrument. I explained my method and played a tune. Then I asked the boys to try it. They did, but didn't make much headway, convincing me that my remarks hadn't been clear to them. So I drew a chart on the blackboard illustrating the various positions of the tongue. The boys caught on immediately and in less than an hour had improved their playing one hundred per cent.

"That chart and the way the boys had interpreted it had solved my problem. I figured that if they could learn to play properly from a rough chart, anyone should be able to do likewise from the same information contained in a booklet, and that we could then offer the harmonica as a real musical instrument instead of a cheap toy. My next



The Hohner shipping carton is also a useful display device

step was to prepare a booklet with instructions for playing which we mailed free to everybody for the asking. From then on we emphasized this booklet in all our advertising. To date we have printed and distributed 3,000,000 among schools, scout camps, community singing societies and other groups. The booklets cost us about one cent each.

"Since we started printing the instruction booklets we have gone after the harmonica in a serious manner, the same as we do with our accordions. We point out the valuable musical qualities of the instrument and explain how it may be employed as the preliminary step to a real musical education. As a result we have succeeded in lifting the harmonica out of the toy class. At present I know of at least forty professional entertainers who are using the harmonica regularly in vaudeville and concert work. Many prominent orchestras carry a Hohner Chromatic Harmonica artist. Perhaps the best proof that the harmonica has won recognition as a real instrument is the fact that Hugo Riesenfeld, director of the Rialto and Rivoli Theater Symphony Orchestras, engaged Borrah Minevitch at a handsome salary to perform on the harmonica at the regular concerts. So when the boy sees it used with the best orchestras

he places more value on it, as do the grown folks.

"I don't mention these facts with the idea of trying to praise our harmonica, but merely to show how by learning more about our product and passing this knowledge on to the public in the right manner, we lifted it out of the rut, and increased sales five hundred per cent.

"Soon after our advertisements offering the booklet appeared we were swamped with requests. We followed up the regular magazine and newspaper advertising by using the movies and attractive window displays. And a short time ago we added radio broadcasting, field men, and harmonica contests, which gave us a raft of newspaper publicity. At present we have eight men traveling about the country teaching school children and others to play the harmonica properly."

Only Sold Through Jobbers

Mr. Haussler's new methods of creating a demand for the harmonica have placed the firm's instrument in the hands of 300,000 dealers. In order to handle these accounts properly the firm would have to employ a large staff of clerks, stenographers, correspondents, packers and credit investigators. It eliminates all this unnecessary labor and help, however, by confining its business solely to jobbers. And none but the responsible jobbers are considered. The firm receives a great many orders from new dealers, and in every instance ships the goods direct to the dealer without a bill. The new dealer, after his credit has been O. K.'d by one of the jobbers covering that territory, is asked which jobber

he wishes to do business with and is requested to order in the future through that particular jobber. After an initial order has been shipped to a new, or even an old dealer, the jobber selected by the dealer gets a bill for the goods just as if he, the jobber, had ordered them, and it is up to the jobber to collect, for which he receives his regular percentage of the profits. This method cuts the accounts from 300,000 dealers to 1,200 jobbers.

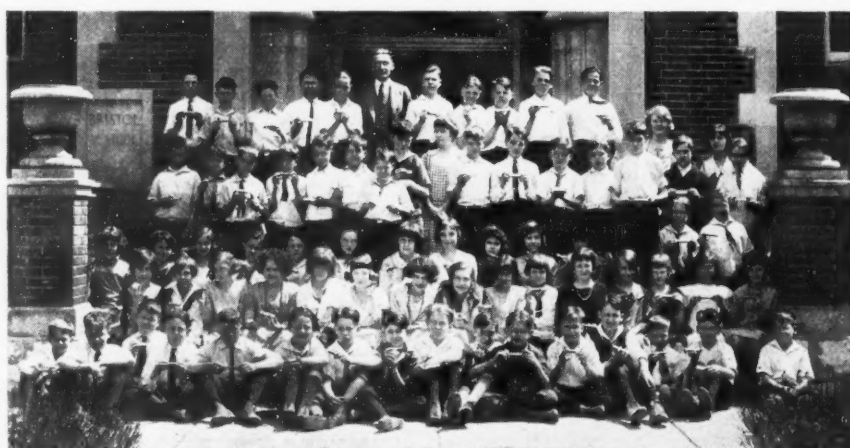
A Liberal Policy

Each jobber knows that he will get every penny coming to him from his territory, hence he is only too willing to give the manufacturer all the cooperation within his power. Being a responsible jobber, and appreciating what is being done to help him increase his turnover and add to his profits, he pays his bills promptly and saves the Hohner concern the loss and worry entailed by slow payers and bad accounts.

Every jobber or dealer has the privilege of returning goods and getting his money or full credit, provided he sends the goods back in the original package. Since the firm began its new sales campaign, however, it doesn't know what a return shipment looks like.

"We spend a great deal of time trying to devise ways to help jobbers and dealers move their goods," Mr. Haussler remarked. "We don't expect dealers to spend their money to advertise our wares locally. If they will keep our goods on display and keep their stores before their prospective customers we are ready to undertake any form of legitimate advertising within reason to help

(Continued on page 1530)



A harmonica orchestra in a public school. Hundreds of similar organizations are helping increase Hohner's sales in all parts of the country.

Three Hundred Percent Increase In Sales In Twenty Months

Special Force of Resale Men Teaches Nearly Two Thousand Merchants Real Possibilities of Intensive Merchandising

As told to a member of the Dartnell Editorial Staff

By F. S. Fenton, Jr.

General Sales Manager, Coppes Brothers & Zook, Napanee, Indiana

"DURING the first seven months of 1924 our retail salesmen have conducted more than eight hundred special sales in as many retail stores in all parts of the country," said F. S. Fenton, Jr., general sales manager of Coppes Brothers & Zook, manufacturers of Napanee kitchenets, early in August.

Mr. Fenton had reference to the work of a specially trained brigade of shock sales troops who are constantly traveling about the country holding sales of Napanee kitchenets in the stores of Napanee dealers. There are forty-seven of these "sharp shooters." They travel singly and are used to show merchants the real possibilities for selling kitchen cabinets, or kitchenets, as Coppes Brothers & Zook call their product.

What Dealers Say

As an example of the work of these men, it will be interesting to learn what the dealers themselves think of the Napanee merchandising plan. A letter from a Baton Rouge, Louisiana, furniture dealer says: "Our special sale of Napanee Dutch Kitchenets closed today. It was a great success. We sold seventy-four cabinets during the week totaling \$4,414—two-thirds of the sales were to new customers. Your Mr. Digman handled the sale for us in a very effective manner."

A dealer in New Castle, Pennsylvania, writes: "We mailed out 500 invitations and ran six advertisements in the local daily papers. Our sale began on February 9 and ended February 16. During this time, with the efficient help of your Mr. Ingram, we sold seventy-six cabinets, total prices of which were \$5,571.75. At least one-fourth of the buyers had never dealt with us before."

A dealer in Cleveland, Ohio, says: "Napanee merchandising methods and sales co-operation are the best we ever had. Our sales for the past five months

equaled those for the previous two years."

A Chicago dealer describes the plan as "wonderful," stating that he has sold more than eight carloads of kitchenets in nine months.

A dealer in Washington, D. C., was sold only after strenuous efforts, because he could not see the possibilities of the Napanee merchandising plan.



F. S. Fenton, Jr.

When he was finally sold he entered into the spirit of the campaign, as outlined by the special retail salesman, and in ten weeks sold three carloads of kitchen cabinets.

So much for the results. How does the plan work?

When Mr. Fenton was called to Napanee, Indiana, about twenty months ago to take charge of the sales department of Coppes Brothers & Zook he found a prosperous business and a healthy condition in the sales department. Apparently they were doing all the business that could be desired. But a study of retail selling methods showed up certain conditions which Mr. Fenton thought could be

changed so as to result in far greater sales than ever before.

After a preliminary investigation, he came to the conclusion that the apathy of the average retail dealer prevented the company from getting anywhere near the amount of business that was to be had when an aggressive merchandising campaign was systematically carried out.

But the retail dealers were not the only obstacles in the path of increased sales. Although there are thousands of women who spend the major portion of their time in their kitchens, there are many of these women who would never "buy" a kitchen cabinet. It must be "sold" to them. Kitchen cabinets cost, on an average, approximately \$75.

Training Retail Salesmen

This amount of money is not always readily at hand, even though the housewife is already "sold" on the cabinet. She must consult other members of the household. Perhaps the kiddies need new clothes, or want bicycles or toys. The housewife herself may be thinking of investing thirty or forty dollars in a permanent wave, or buying a new frock. Many things may interfere with the sale of a kitchen cabinet at \$75, even after she has made up her mind to own one eventually. The problem was to overcome this inertia on the part of the dealers and the tendency of women to put off buying.

Knowing that the lack of aggressiveness on the part of the retailers and their clerks was the one great stumbling block that retarded sales, Mr. Fenton went to work to organize a force of retail salesmen of his own. He planned to have these salesmen go right into the dealers' stores and train the local retail salesmen, show the merchants how to conduct sales, how to dovetail the sales and advertising effort, and how to go out among the

housewives and sell kitchenets by canvassing the homes.

The first sale was conducted at South Bend, Indiana, where the first twelve men were sent as an experiment. Eight men made good and were retained. These men carried out an intensive sales drive for three weeks. They spent about half of their time ringing doorbells and the remainder of their time on the sales floor at the store.

At the end of three weeks one hundred seventy-six kitchenets had been sold. The plan had proved workable, and immediately the company set about the work of adding to the original eight men, and of building up a systematic plan for holding these drives in every town where a dealer could be induced to co-operate.

The regular wholesale sales force of the company was called in and the plan outlined in detail to them. They were given the task of "selling" the new merchandising plan to the dealers. The first year the plan was in operation the retail sales force was built up to thirty-two men, and approximately eight hundred and fifty sales were held.

How the Plan Works

While each individual dealer may inject some ideas of his own into the sale, every sale is carried out along certain simple yet well-planned methods. First the dealer is shown the desirability of holding a week's sale. Then the wholesale salesman makes an estimate of the potential possibilities for the sale. The dealer is required to place an order for this number of cabinets. It is up to the salesman to obtain an order large enough to make it profitable for the company to send a retail man to conduct the sale, and also to make it profitable for the dealer to spend the necessary amount of money to pay for the extra advertising that is inserted in local media.

The company requires the dealer to advertise in the local papers, using copy prepared by the Coppes Brothers & Zook advertising department. Direct mail material is also used, before and during the sale.

When the retail man arrives to conduct the sale he first starts in to teach the dealer's salesmen the fundamental facts about Napanee kitchenets. He gives them as thorough a schooling in retail selling methods as the time permits. When the sale starts he spends part of his time in the store and the

balance of his time canvassing the homes. Many of his evenings are spent following up prospects who have indicated a desire to buy, but who cannot buy until a family council is held. When this condition arrives the Napanee salesman plans to be present at the council to aid the wife in doing away with any objections that may be brought up by friend husband.

From time to time the dealers offer ideas which are developed and made a part of the regular procedure. In New Castle, Pennsylvania, the dealer stretched a wire the full length of the store; as each cabinet was sold a large placard bearing the customer's name and address was attached to the wire. The longer the line of cards grew the greater influence it had on each new prospective customer who entered the store, and before the sale was half over it had become a potent sales factor.

One of the greatest benefits from this plan is the new angle on merchandising which it brings to each dealer who holds a sale. Naturally the plan is operated for the purpose of selling more cabinets—of making immediate sales—but the good-will it brings the company is perhaps even more of an asset than the increase in immediate sales. It teaches dealers how to appraise the sales potentialities of his trading radius. He gets a new grip on things, and finds out, in some cases for the first time, that it isn't necessary to accept conditions as they are. He learns that he can make conditions to suit himself by the practice of a little creative selling and advertising.

More Fallacies Exploded

"It is a strange thing," said Mr. Fenton, "what funny ideas prevail in some parts of the country. There are towns which for one reason or another get the reputation of being poor kitchen cabinet towns. Dealers become obsessed with the idea that they cannot sell cabinets—ours or our competitors'—in these towns. With this attitude it is certain they will never sell many cabinets. How or where these ideas become prevalent we are not prepared to say—we only know they exist. Our retail sales force has been able to explode some of these erroneous ideas in a number of towns.

"Milwaukee was one of the towns where it was thought no market existed for cabinets. Twenty months ago kitchen cabinets were not sold in any noticeable volume in Milwaukee.

Dealers said it couldn't be done. Our competitors were selling no more than we, and our business was far from satisfactory. Step by step our salesmen gradually persuaded one of the leading retail stores to take over the agency for Napanee kitchenets. Policies of the store prevented them from using our merchandising plan in its entirety, but most of our ideas were injected into their sales work. One of the retail salesmen was sent to Milwaukee to work in connection with the store's own merchandising man and the manager of the housewares department. Today this account is one of our best, and our merchandising man is a permanent fixture there."

Without intensive selling an item costing as much as a kitchen cabinet would not command a rapid turnover. Because of the great amount of agitation for greater turnover in retail stocks, the Napanee plan has met with the favor of the vast majority of retail stores, who heretofore have looked upon their kitchen cabinet stocks as too slow-moving to be profitable.

A Good-Will Builder

In commenting upon one of the special sales, a dealer in Lansing, Michigan, wrote: "We have just closed our two weeks' sales of Napanee Dutch Kitchenets with a total of 108 sold. It is one of the best sales we ever had in our furniture department. We have long felt the need of a more aggressive policy of selling in our furniture department, and this sale has been a revelation in good management, and keen, live, up-to-date selling. We believe your plan could be applied to other departments with equal success."

This letter is proof of the claim that the sale plan creates good-will and teaches dealers how to sell, for it shows how one dealer was brought to realize that the plan would work in other departments. It offered him an opportunity to put into effect the aggressive selling policies he felt the need of, but did not know how to carry out.

"With this merchandising plan of ours, which I inaugurated in October, 1922, we have increased our business practically three times in eighteen months," was Mr. Fenton's final comment.

Winfield B. Sale, western sales manager of the National Lead Company, died at his home in Denver August 3. Mr. Sale was connected with the company in various capacities for thirty-nine years.



THE BRITISH ISLES

The very life of England depends on securing food products grown thousands of miles away. The remarkable financial recovery and the compactness of this market make it one of the most promising in Europe.



SCANDINAVIA

The people of Denmark, Sweden, Norway and Finland are noted for their hardworking qualities and thrift. In Sweden for example, four-fifths of the entire population are savings bank depositors.



FRANCE and BELGIUM

The recent spectacular recovery of the franc has opened a new era for French commerce. Reconstruction has proceeded so rapidly that in the textile industries, production now actually exceeds pre-war figures.



THE NETHERLANDS

In 1922 Holland imported over one billion dollars' worth of goods for less than 7,000,000 inhabitants, or nearly \$150 worth of foreign products for every man, woman and child in the country.

Europe is Buying Today

MOST of America still thinks of Europe as a war-swept area in the throes of reconstruction.

Yet today Europe is buying from the markets of the world. And manufacturers selling to European markets are building up substantial sales volume.

The London Office of the J. Walter Thompson Company maintains direct representatives in all the important centers on the continent, insuring advertising campaigns that are right in appeal and accurate in native idiom.

Through this European organization the J. Walter Thompson Company is in a position to give American manufacturers a service that combines a first-hand familiarity with selling conditions abroad with the combined experience of all the Company offices on both sides of the Atlantic.

The booklet, "Population Handbook of Great Britain and Ireland," a compact analysis of the British market, has just been completed. We shall be glad to send you a copy upon request.

J. WALTER THOMPSON COMPANY

Advertising

NEW YORK CHICAGO BOSTON CINCINNATI SAN FRANCISCO LONDON

New York
Uptown and Downtown
Cleveland
Chicago
Denver
San Francisco
Los Angeles
Toronto
Montreal



SELLING THE CUSTOMER IS NOT ALWAYS ENOUGH

A MANUFACTURER of established reputation felt that new competitors in the field were making greater inroads into his sales than were normally to be expected.

There was unquestioned consumer response to the advertising, yet sales were not up to designated quotas.

A careful investigation disclosed that the demand created by the advertising was being largely offset by greater dealer activity in favor of competing products; that competitors were more active in educating the dealer in the merits and selling points of their lines.

There was immediately inaugurated a special campaign of dealer education, which is already justifying itself by results.

Good advertising is often handicapped by a weak link in the chain.

THE H. K. McCANN COMPANY
Advertising

What To Do Before You Approach the Industrial Market

Engineering Research and Expert Technical Knowledge of Conditions
Are Only Insurance Against Failure in Industrial Sales Campaigns

Reported by a Member of the Dartnell Editorial Staff

A FIELD man for one of the large electrical equipment houses stumbled upon a wet-wash laundry which was using electrical equipment for heating its mangles, and noted the fact in his daily report to headquarters, more as a matter of curiosity than anything else. It was a radical departure from ordinary practice, as wet-wash laundries generally have an over-supply of low-pressure steam which supplies heat much cheaper than it can be obtained by other methods.

When the service man's daily report reached headquarters, however, things began to happen. One of the numerous vice-presidents demanded to be told at once "why we weren't getting any of this business," and the engineering department was directed to draw up specifications for standard equipment without delay. The engineering staff pooh-poohed the idea flatly, but the sales and advertising departments were stirred to feverish activity.

The Engineers Objected

Those theorists might talk as they pleased about the non-existence of a market for this particular equipment, but here was somebody actually doing it—heating mangles by electricity, and some competitor had sold them the equipment! The advertising manager began at once studying lists of mediums that reached laundries, and gathering data for a series of full-page advertisements featuring the efficiency and economy of electrical heating.

The advertising manager made a trip to the laundry to investigate, and came back so full of enthusiasm that he persuaded the powers that were to make a special appropriation for the advertising campaign. It was not every day that a brand new market appeared on the horizon, and some special effort was necessary,

inasmuch as some competitor had evidently discovered it first.

The advertising was run, a part of the sales force was commissioned as a flying squadron to chase laundries, and the result was a flat failure. Whereupon the engineering department emitted a raucous chorus of "We told you so," and the new market was abandoned at a cost of several thousand dollars chargeable to experience. Yet all the while here was a laundry using the type of equipment in question, and giving every evidence of satisfaction with it. If it was salable to them, why not to others?

A Mythical Market

Ultimately the field man, who made the original discovery, was directed to go back and get the facts. He reported that this particular laundry had originally been equipped with a power plant greatly in excess of its requirements, and it was a positive economy to run a small generator on the side.

Under the usual conditions, however, where it would be necessary to purchase current from public service stations, no public laundry could afford to use electricity for heating. The "new market" simply didn't exist, and the fact that this laundry was highly pleased with electrically-heated mangles meant nothing at all with respect to any other concern in the same field.

All of which simply goes to show how easy it is to fool one's self with respect to industrial markets, and to waste money and energy trying to sell products without a clear and comprehensive knowledge of the actual conditions.

Another instance occurs to me in which a man, without experience in the business, got control of a tomato cannery and started out by installing a lot of beautiful white-enameled equipment. His idea, presumably, was to make a show place

of his cannery, and get publicity. At any rate, the concern that sold him the equipment immediately smelled a new market, and began to collect statistics on the number of tomato canners in the country. It looked like a great opportunity, and it was only after considerable argument that they were persuaded to wait a while to see how the original order panned out before jumping in with a big selling campaign.

They were all ready with plans for reaching every tomato cannery in the country, when they discovered that the neophyte had thrown out his white enameled kettles and gone back to the less spectacular copper equipment. It looked like a fine market, but it wasn't, for a reason which I am not a good enough bacteriologist to explain. The fact is, however, that tomatoes will "keep" when cooked in copper kettles, and when cooked in anything else they are likely to spoil more quickly.

Investigate Before Investing

What I am trying to emphasize, of course, is simply what I have said before—that in order to make a success in industrial selling you must know the conditions, and you have got to sell the prospect what is adapted to the conditions; not merely something that you happen to want to sell. There is nothing to be gained by trying to make eloquence take the place of information, and in the long run it doesn't pay to make a sale unless the product is actually what the buyer wants—not merely what he thinks he wants.

The other day a friend of mine, who is selling power plant equipment, told me about a textile concern that wanted to use superheated steam to speed up the process in their drying room.

"What did you tell them?" I asked him.

"The truth," he replied. "I tried to explain the principle of latent heat to the superintendent, and to explain that what they needed was a ventilating system, not an excuse to burn more coal. I could have sold them a superheater, hands down, and I'm not selling ventilating fans. But no go! He knew what he wanted, and the other day he bought a superheater from one of our competitors. I'll bet you anything you like that inside of two years he'll be using a megaphone to denounce the concern that sold it to him, and we'll get any future business in our line. But just the same, between ourselves, I did hate to see that commission get away from me."

Turning Down Orders

There again is where a good many concerns fool themselves in connection with industrial markets. The salesman in this field is continually running into situations where the prospect is not alert, or is misinformed, and merely by buttoning up his conscience a sale can be made. It may look like good, practical business to make the sale, and let the prospect buy his experience along with the product.

I know it comes pretty hard, sometimes, for the salesman to pass up a chunk of easy money in the form of a commission, just because he knows that the prospect wants to do something he shouldn't, and which he probably will do in the end anyway. But industrial concerns have exceedingly lasting and tenacious memories, and the salesman who yields to this form of temptation will find in the majority of cases that his chances of selling anything to that concern in the future are absolutely minus.

It needn't be a matter of great intrinsic importance, necessarily. The fact is that in big industrial concerns orders and requisitions pass through so many different hands, and are checked by so many different people, that the seller of a product who doesn't "make good" gets the fact pretty widely known in short order. And somebody is almost certain to remember the circumstance the next time an order goes through to the same concern. In outfits like the Standard Oil Company, for example, anywhere from six to ten individuals have what is

practically the power of life or death over future business. Most of them the ordinary salesman never sees at all, and the finest alibi in the world never reaches them.

And finally, in this connection, I'd like to leave a thought or two about advertising, from the sales engineer's viewpoint. It strikes me that advertising to reach these industrial buyers (and by advertising I mean catalogs as well as publication copy) must get away from the sweeping claims that are generally made in the effort to appeal to everybody, and rely upon specific, dependable information, even if that narrows its scope somewhat. For instance, a short time ago I had need of certain data on mechanical stokers, and I needed it in a hurry.

As often happens, a sale of our particular product involves the sale of other things that we do not manufacture, and some stoker concern was going to get a piece of business that it may not have known about at the moment. I gathered together all the catalogs of mechanical stokers, and went through them without

finding what I wanted to know. There are two general types of stokers, and it is the ordinary knowledge among engineers that one is best suited for use with anthracite coal, while the other is peculiarly adapted for bituminous.

But the catalogs carefully ignored definite information on that point, and each and every one of them was so worded as to imply superiority in every particular. In other words, they claimed the earth to avoid narrowing their appeal by being specific. To get the information that I wanted I had to get three men on the telephone, and make an appointment with a fourth for the following day.

Now, that experience is the sort of thing the big industrial buyer has to go through, and it is the sort of thing you can save him by making your advertising fit his needs. As I have said before, I am no advertising expert, and don't pretend to be. It may be better in the long run to run a dragnet than to be specific. I don't know. But I am reasonably certain that it is worth thinking about.

San Antonio Salesmen Develop System of Prospect Reports

The Salesmen's League of San Antonio, Texas, has developed a plan for reporting business prospects that might well be adapted, at least in part, by associations of sales managers.

This organization offered prizes aggregating \$500 to the salesmen who reported the greatest number of prospects to headquarters. Prizes for work during the last six months were awarded recently at the semi-annual meeting in San Antonio. In addition to cash prizes previously offered, a vacation trip, a loving cup and monthly cash premiums are now being offered. Two weeks' vacation and a trip to Colorado will be given to the salesman and his wife, who scores the largest number of points for the year.

During the past six months 1,416 reports were made by 55 men representing 21 San Antonio firms. Reports covered 706 new buildings, 204 new businesses, 230 merchandise and fixture reports, 118 business

changes, and 191 miscellaneous. These reports, covering 280 towns, have been sent out to jobbers and manufacturers of San Antonio, and a recent questionnaire indicated that they were being extensively used.

The purpose of the movement is primarily to build up the commerce of San Antonio and to bring new business to its markets. J. B. Gilmer, president of the Salesmen's League, states, "Through the agencies of these reports San Antonio firms venture farther afield in their efforts and firms which hitherto have operated in a very restricted territory become more alert, more progressive and more determined to make a fight for the business which rightfully belongs here. As new concerns enter the field, those established find it easier to get business. We are able to give our customers in the territory much better service with a large volume than we are with a small volume."

These Men Must Know Markets—

Advertising agency executives are in the best position to judge the worth of the new 1924 Milwaukee Journal Consumer Survey. The comments of a representative group of these men indicate the value of the accurate and timely information which this survey contains, revealing important sales opportunities in the rich Milwaukee market.

N. W. Ayer & Son,

J. M. MATHER, New York Resident Partner

"—it seems to be the most complete thing of its kind I have ever had the privilege of studying."

George Batten Company,

N. W. EMERSON, New England Manager

"—a very constructive piece of work. I certainly congratulate you on it. —we can use this report in a very practical way."

Franklin P. Shumway Company,

FRANKLIN P. SHUMWAY

"—one of the most complete surveys that has ever been made."

Sehl Advertising Agency,

H. W. SEHL

"—some of the facts you reveal are nothing less than startling. We can use it to great advantage."

Honig-Cooper Company,

C. R. NIKLASON

"—the best piece of work of its kind we have ever seen."

The Eugene McGuckin Company,

E. N. LEVY

"After carefully inspecting its contents we begin to realize the greatness of our obligation to you."

Henri, Hurst & McDonald,

N. F. SAMMONS

"I have obtained from it some very helpful information."

Have You Obtained a Copy? The Edition Is Limited!

**The Milwaukee
JOURNAL
FIRST—by Merit**

*Read by more Milwaukee and
Wisconsin people than any
other publication in the world.*

INSIDE FACTS *about* "The World's Biggest Medium"

— Interborough Advertising has the largest circulation on earth in a limited territory!

— Over 3,000,000 passengers ride on its subway and elevated lines *daily!*

— In the fiscal year 1924 its total circulation was more than *one billion, seventy-four million!*

— Interborough Advertising is displayed 24 hours every day!

— Each advertisement occupies a prominent, well lighted position!

— It has no dark corners, cannot be lost, buried, or hidden from view!

*At a cost less than
6c per 1,000 circulation
you receive:*

Big space, 24 hour display, tremendous circulation, prominent position, full color advertising—
"In sight, in the light, day and night," in the World's Greatest Market
— New York City!



INTERBOROUGH

Exclusively Subway and Elevated

Controlled **ADVERTISING**
by **ARTEMAS WARD, Inc.**

50 UNION SQUARE, NEW YORK

Why Hotel Check Rooms Are Jammed With Sample Cases

The Sample Case Must Tell a Part of the Sales Story to Help Salesmen Win an Audience for More Demonstrations

By Will G. Caldwell

IF MY men were selling a line of goods as common as ordinary pins I would require them to carry a full line of samples. More than that, I would try and devise some method of showing those pins in an out of the ordinary manner," says a Chicago sales manager.

This sales manager has learned the value of attractive samples—a feature of selling that many experienced salesmen often overlook. This same sales manager says, "Look into your men's sample cases when their sales start to slump, particularly the cases being used by the older men. When a man has been on the same territory for several years, when he has opened up the same old sample case and shown its contents a dozen or more times every day for years, he becomes so familiar with the line he thinks every customer and prospect knows as much about it as he himself knows."

Transforming the Sample Case

This was the experience of the salesmen working out of the Chicago branch of the California Packing Corporation. A check up of these men showed that they were not getting full value out of their samples. While the line itself is highly advertised and well known, nevertheless a buyer who is given an opportunity of seeing the attractive labels, and who tastes the product is a much better prospect than one who sees pictures of the labels, or sees the cans fished out of a travel-worn sample bag.

To overcome this problem, the salesman at first followed the practice of cutting open an occasional can of the specialty they were pushing. This was, in the first place, an expensive process. It was not altogether the most satisfactory plan, for it was, at times, somewhat messy. The salesman had to open the can, find some utensils and dishes. While he was doing this perhaps a customer would come in. By the time

the dealer had been corralled and induced to sample the food he had fully decided that he had too much of a stock of canned goods already on his shelves. He had a ready made alibi for not buying.

After some experimenting a sample case was devised that would overcome this difficulty and enable the salesman to offer the buyer a fresh sample of several items in the Del Monte line. The case also presents a clean, sanitary, attractive appearance, and shows four or five packages to the best advantage.

This case is equipped with three or four enamel containers which have special air-tight screw tops, so that a day's supply of samples may be carried without becoming contaminated. Spoons, knives and forks are also carried, as well as a supply of paper dishes which are easily dis-

posed of after each demonstration.

After these cases were put into use, sales picked up immediately, according to the Chicago manager of the company. The salesmen found the cases as easy to carry as the old style cases, and a special compartment for order and report blanks added to the convenience of the case. It is lined with washable white material, and if the salesman is careful, the inside of the case will always be clean and attractive.

An entirely different sample problem confronted the salesmen of Ditto, Inc., Chicago manufacturers of duplicating devices. The Ditto machine is a development of the old hektograph process, but by making use of a mechanical feeding device, the machine is as different from the old style hektographs as day is from night. It was difficult for the



Prospects took a new interest in the Del Monte sales story when this demonstration grip was put into use.

salesmen to explain the merits of the machine without having an actual machine with which to make demonstrations.

There were no Ditto machines light enough to enable a salesman to carry a machine as he made his daily calls. For a long time the salesmen were forced to have a machine shipped to the office of the prospect or get the prospect into the branch office or have him visit the office of an old user of Ditto machines. All three of these plans had disadvantages.

Early this summer Joseph M. Chaney, sales manager of the company, realized that sales were being retarded through the difficulties encountered in making the right sort of demonstrations. To cope with this problem he had a number of machines made up from aluminum.

The sales force was equipped with these aluminum models, which were in every respect exact duplicates of the machines regularly manufactured of heavier material. Some of the salesmen objected to carrying them at first, but when the results were tabulated and shown to skeptical salesmen it was easy for them to see the value of making demonstrations.

Models Bring Direct Results

These models can be carried in conveniently and laid on a man's desk for demonstration. In July half the sales made in New York were a direct result of demonstrations made with the models. Eighty per cent of the sales in Baltimore were made as a result of the demonstrations of the models.

These models proved to be particularly useful in territories where conditions were not the best. In times when large concerns begin to retrench, it is often a practice for the board of directors or the president to send down word to the purchasing department not to buy anything that isn't actually needed. These orders shut off business from the big industrial concerns such as steel mills, who are, of course, the largest buyers of duplicating machines.

The average salesman is unable to overcome such conditions. He is unable to get in to see the man higher up who is responsible for the prohibition of buying anything but staple necessities. So he must wait until the order is rescinded or until

better business loosens up the purse strings of the men at the head of the large organizations.

When such conditions arise the best thing to do to keep up volume is for the salesmen to concentrate on smaller concerns where it is easy to get into the offices of the men who have final buying authority. When talking to such men if the salesman can show him a direct saving, he can come away with the order. These orders are naturally somewhat smaller than the big ones received from the giant industrial concerns, so it is necessary for the salesmen to speed up their work.

Samples That Demonstrate Motion

This was the policy followed out by the Ditto organization. They made more calls, and sold more orders, and thus kept up sales, instead of sitting on the sidelines and waiting for the resumption of buying on the part of the big industrial concerns. Without the small model machines it would have been impossible for the salesman to have made enough demonstrations to have paid him for intensive canvassing among smaller prospects.

The manufacturer of an automatic windshield cleaning device rigged up a special sample case, equipped it with a motor, and installed a miniature model of his windshield cleaner. His salesmen no longer have to rely upon printed and oral descriptions of the device. They merely lift the lid off the sample case, attach the electric cord to the nearest lamp socket, start the motor and proceed to show the buyer an actual device operating just as it would on an automobile. The motion immediately catches the prospect's eye and insures the salesman an opportunity to obtain the buyer's undivided interest.

An electric sign company had the same sort of a problem to solve. They had been liberal in furnishing sketches to all salesmen to send in to prospects. Not only were these sketches expensive, but they utterly failed to give the prospect any adequate idea of the real appearance of the sign at night. Prospects disliked to travel across town, or to visit a nearby town to see one of the signs in operation. So the sign was brought to the prospects in the shape of one actual letter, made up to fit a special carrying case and wired so a cord could be attached to

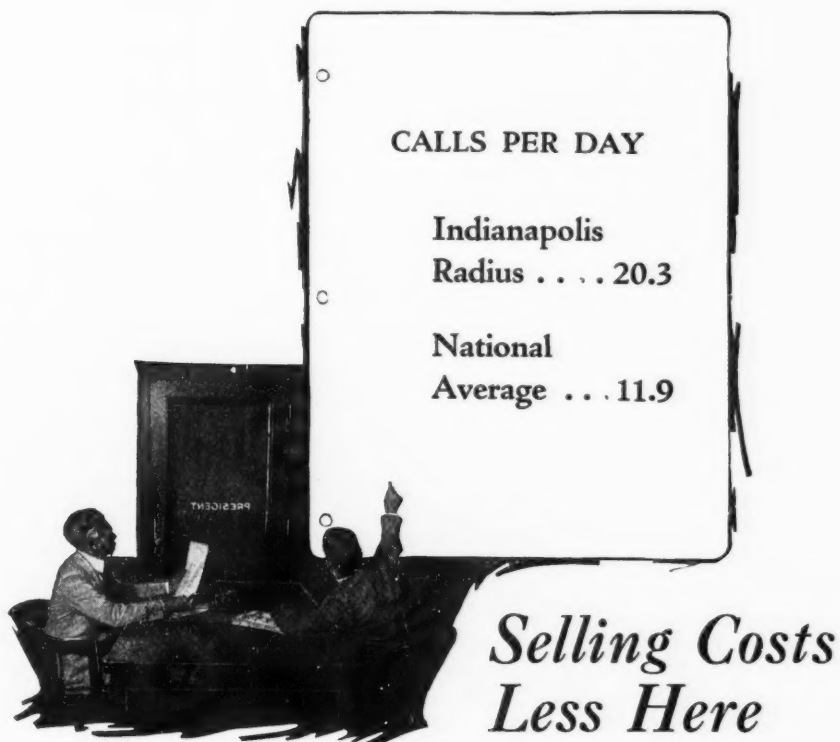
the nearest convenient lamp socket. When the salesmen were able to show a part of the sign exactly as it would appear at night they reported a vast increase in interest on the part of prospects. Sketches failed to arouse any great amount of enthusiasm, but when the full sized, lighted letter was shown it was easy to explain in far fewer words the real merits of the sign.

That the importance of carrying samples cannot be stressed too much is the opinion of many sales managers. A. G. Rice, a Detroit sales manager, tells a story about carrying samples that show what can be done. When Mr. Rice was a hardware salesman he made it a point to carry samples of everything in the huge line which could possibly be lugged around; he never made a drive on any article without carrying samples if it was at all practicable. On one trip he carried three samples of ordinary stove shovels, a line which the average salesman would never think of bothering with.

One particular dealer he called on during this trip was very positive in his denial that he needed any hardware. When he learned that Mr. Rice had samples of shovels in the package lying on the counter, he was equally positive that he needed no shovels. Mr. Rice made no attempt to unwrap and show the shovels, but asked permission to leave them in the store while he went out for a bite of lunch.

Salesman Carries Shovels

When he returned to the store he found that the package of shovels had been unwrapped. Saying nothing about the package, he picked it up and started to walk out. But the merchant asked him to wait a moment. He wanted to know the price of the shovels. For some reason he had become interested in shovels and had decided to place an order. He bought two dozen of each of the three styles which had been wrapped up in the package. "I never asked him what aroused his interest in those shovels," said Mr. Rice, "but I am confident his curiosity simply got the better of him, and after he had unwrapped my shovels and made a clumsy attempt to re-wrap them, he decided to place the order. I sold more shovels on that trip than on any other trip I remember."



CALLS PER DAY

Indianapolis
Radius 20.3

National
Average . . . 11.9

*Selling Costs
Less Here*

DOES it mean anything to you that your salesmen can make almost twice as many calls per day in the Indianapolis radius as the national average?

It does to the manufacturers who are taking advantage of the natural economies offered in this market, another of which is consumer coverage through one dominant newspaper.

Indianapolis is the center of a transportation system that probably is unsurpassed in America. Hourly service to all important points within the seventy-mile Indianapolis radius, and the extraordinary compactness of the market practically double the efficiency of your salesmen.

The Indianapolis News is the favored and favorite newspaper of Indiana.

Cultivate this best of markets. Let The Indianapolis News help you.

The Indianapolis News

FRANK T. CARROLL, Advertising Manager

Chicago Office:
J. E. LUTZ
Tower Building

New York Office:
DAN A. CARROLL
110 E. 42nd Street

The End-of-the-Year Sales Slump

Christmas sales campaigns that have created business for many lines of everyday staples once considered unsuitable for holiday trade

SANTA CLAUS found some rather heavy loads on his trips along the Atlantic Seaboard three years ago. If the old gentleman was curious, he probably opened one or two of the packages to find out what was adding so much to the weight of his pack. I suspect that he was more or less surprised to find that the added weight was due to a number of Walworth Stillson wrenches.

Stillson wrenches for Christmas gifts! At first glance one might think that a wrench would not be looked upon with favor by the average gift shopper. But after three years of experience with the idea, the Walworth Manufacturing Company is proceeding with plans to add still more wrenches to the load in the packs of Santa Claus as he makes his rounds for this year.

A Wrench for a Greeting

In commenting on the idea, L. F. Hamilton of the Walworth Company says: "The idea started with us about three years ago. The first campaign was put on the eastern seaboard as a kind of a trial proposition, but was later extended. The backbone of the proposition was intensive selling and a system of quotas among all the sales units and with each salesman.

"We did considerable circularizing and used a full page advertisement in a leading national weekly. Early this year we offered a prize of \$200 for the most interesting experience with a Walworth Stillson wrench received as a Christmas gift. This was to assure ourselves that not only had the wrench been purchased by the wholesalers and retailer (we knew that) but that it had been purchased by the user. We received something like 300 letters from users, indicating that in a considerable number of cases at least the idea of Gifts of Utility had taken hold.

"There is of course a tremendous lot of inertia to be overcome be-

cause there is not much sentiment about a wrench."

Mr. Hamilton states that if the first year's sales are looked upon as representing 100 per cent, second year's sales were 250 per cent and the third year's sales were 600 per cent. "We are just getting our campaign ready this year," he says, "and not being a prophet, I do not want to say what we will do, but unless we make it about 900 per cent, we will be somewhat disappointed."

The wrenches are put in a Christmas package, done in a red and green color scheme. These special Christmas packages are slipped over the regular packing, so that in the event of a dealer's having a few left over after Christmas he can destroy the Christmas wrapping and return the wrenches to stock to be sold as a regular everyday item.

The Christmas advertising stresses the usefulness of the wrench and lists a number of uses for wrenches, such as opening bottle tops, can spouts, or jar seals, uncrating or setting up anything; for adjusting nuts, straightening metal parts of Christmas toys, and holding broken wood while glueing Christmas toys. Those fathers who had had to turn handy men to repair Christmas toys will perhaps realize that this is a strong point in favor of wrenches as a Christmas gift!

Advertising Emphasizes Gift Idea

The results from this Walworth campaign are cited here to show what can be done by sales executives who have been accustomed to looking upon the Christmas trade as the reason for dull sales in November and December. It shows that a Christmas gift slant can be given almost any article of value or usefulness. The advertising which may be done in connection with promoting an article as a gift will be just as valuable general publicity as the ordinary run of copy, yet

it will have the added value of serving to extend the selling season of any article that may not command the usual volume of business around Christmas time.

The campaign of the retail hardware associations based on the idea of "Gifts of Utility" has been in action for the past several years, and according to men in close touch with the hardware trade, has brought about a much wider acceptance on the part of the hardware trade that Christmas time offers a real opportunity for increased sales. As is generally known, many hardware dealers have, in the past, failed to make any aggressive attempt to cash in on Christmas trading, but with the growth of interest in the associations' work in promoting the idea, the hardware trade may be expected to be more receptive to the idea of making a vigorous bid for Christmas shoppers.

Seasonable Dealer Helps

The same is true of the automotive supply retailers. The Automotive Equipment Association has been vigorously promoting the Christmas gift idea among retailers of automobile supplies, equipment and accessories. This campaign has extended to the garage owners, accessory stores and automobile dealers. From the association headquarters in Chicago, dealers have been bombarded with ideas and plans for dressing up their stores in Christmas attire, and of making special advertising effort to attract a share of the Christmas business to their stores.

Lists of manufacturers who offer special Christmas cartons and holiday window display and advertising material, together with definite suggestions for advertising copy, direct mail material and window displays, will be sent the automotive trade this year.

One jobber of automotive equipment, The Beck & Corbett Iron

(Continued on page 1555)

More than 2,200 space advertisers in the 1924 Edition.
This is more than in any previous Edition; more than
in any other trade publication of any kind, and more than
twice as many as in any other Buyers Guide.

FOR

Comprehensiveness and Service

Class and Number of Users

Class and Number of Advertisers

It Stands Alone, the Premier Purchasing Guide

PAID Circulation

The only "Paid Circulation" work of
its kind. It is preferred, ordered, paid
for and used exclusively by many of
the buying powers of that important
class which demands the best.

In the
"over \$10,000,000" class
more than 500 users;

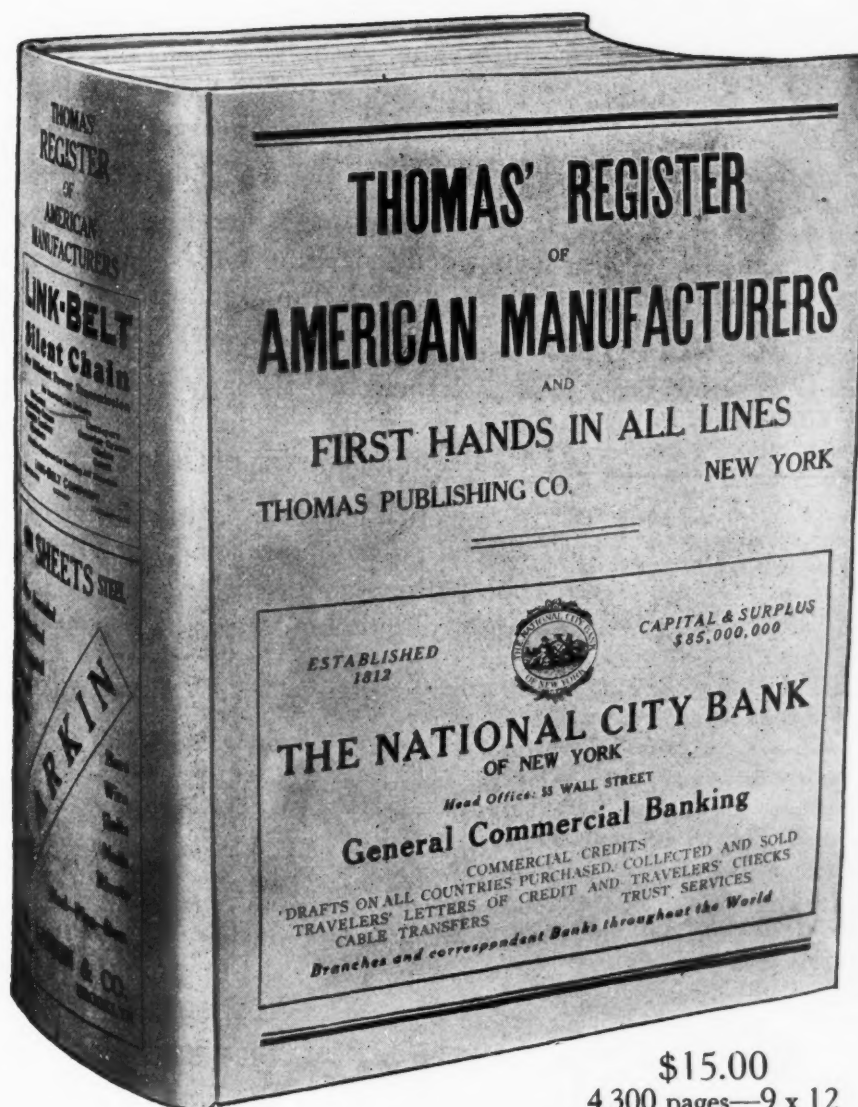
In the
"over \$1,000,000"
more than 3,000 users;

In the
"over \$100,000"
more than 8,000 users.

Member A. B. C.

Also

National Association of
Manufacturers of U.S.A.



\$15.00
4,300 pages—9 x 12

THOMAS PUBLISHING CO., 461 Eighth Ave., NEW YORK CITY

CHICAGO—20 W. Jackson Blvd. SAN FRANCISCO—465 California St. BOSTON—Allston Square TORONTO—91 Constance St.

When you choose advertising media

*think of the advantages of having
Your Own Magazine, issued under
any name you choose, sponsored by
your trade message and creating
good will month after month*

YOUR OWN MAGAZINE

*Yours from cover to cover
Goes where you send it
Interesting in every line
Seven pages for advertising
your products
No wasted circulation
No competing advertise-
ments
Produced without bother
Costs less than you think
Really builds good will*

HAVE you ever seized the trade magazine that carries your ad, and thumbed it through half a dozen times to find that ad?

Have you sometimes wondered how other people find it and read it?

When you have Your Own Magazine, your message cannot possibly be overlooked. The name on the front cover is a reminder of your concern. You have ample space in which to present every phase of your advertising message.

Twenty pages are filled with most readable narrative and comment, dealing with people and events. Readers read it through and think gratefully of the concern that sends it to them.

Experience of many firms, with problems like yours, shows that in results per dollar, Your Own Magazine accomplishes results such as other mediums rarely accomplish.

When choosing advertising media, do not overlook the special pulling power of Your Own Magazine, produced without bother, at astonishing low cost and without an ounce of waste circulation.

Write for complete information and samples

The William Feather Company

611 Caxton Building, Cleveland, Ohio

YOUR OWN MAGAZINE

Edited by WILLIAM FEATHER

Automobile Expense Control Plans Used by U. S. Gypsum Company

Periodical Inspection Saves Frequent Emergency Repairs, Cuts
Costs, and Insures Continuous Operation of Sales Automobiles

By E. W. Dunham

Transportation Manager, United States Gypsum Company

TWO factors—the growth of our line, and the growing complexity of the building trades—led to the motorization of our sales organization.

Six years ago the company saw the tremendous change that was coming over the building industry. The volume of new building was increasing at a rate all out of proportion to previous records; new mechanics, most of them ill-apprenticed, were being induced in hordes into the industry, bringing a need for more intensive educational and merchandising work; the demand for better buildings brought about a vast increase in new products. Our own line has been greatly diversified, necessitating calls on owners, architects, contractors, sub-contractors, and even mechanics to introduce properly the new materials which we handle. Formerly our men called on lumber and building supply dealers.

Why Autos Were Needed

Building follows the line of lowest property values, and low property values are often in advance of adequate transportation. Naturally our salesmen must call on prospects wherever they may happen to be. He cannot lug his heavy sample case to the outskirts of the town, the railway terminal, the yards or to the building operations; often it is necessary to sell four people before completing a sale.

This intensive canvassing, and our service to the dealer—which demands that we follow our materials through to the completed job—could not be accomplished without the automobile.

These problems led to the consideration, six years ago, of automobiles as a means of transportation for our salesmen. Three methods of accomplishing a com-

plete motorization of our sales organization were considered. The company could have allowed salesmen to buy automobiles themselves and pay part of all of the expense of operation and maintenance. The advantage of this was that it would be inexpensive in first cost; the disadvantage was that it would not permit of complete control by the firm of the fleet and of each individual car, and without such control it might be more costly in the long run.

Every Salesman Must Use Autos

The second suggested plan was the purchase of cars, the resale of them to the salesmen on a time-payment basis, and their maintenance in whole or in part by the company. The pros and cons of this proposition appeared similar to those in the first alternative, with the added consideration that the company could hardly compel every salesman to purchase an automobile on this plan. Consistency suggested that, if a given type of salesman in a given type of territory could operate more efficiently and effectively in an automobile, it would be correspondingly ineffectual and inefficient to allow other similar men in similar territories to operate by train. The third available plan was the outright ownership of the cars and their entire maintenance, operation and control by the company. This met the objections to the other alternative except in the item of a large initial expenditure; its success in overcoming that difficulty depended upon its success in increasing the volume of sales to such an extent as to compensate for the large investment involved.

On the basis of this analysis, the United States Gypsum Company adopted the policy of company ownership. It built up a fleet of 130

automobiles, assigning one to every salesman in a territory where the sparsity of population, the condition of roads or physical or nervous disability on the part of the salesman did not require sticking to the old method.

Six years of experience with this plan has convinced the company of the soundness of this policy. The year-round average, for the entire fleet, of mileage per month per salesman is 1,246 miles, a substantial increase over the year-round average mileage when railroads were depended on. The average number of towns per day per salesman has been increased from a fraction more than one to a slight fraction less than two.

This average increase is not entirely representative, because it includes salesmen who operate entirely in metropolitan territory, seldom "making" more than one "town" the year-round. The average does not show the fact that a salesman frequently reaches as many as four or five towns a day.

Increasing the Number of Calls

Experience has shown that, on this count, the automobile enables the average salesman to visit the principal cities in his territory once every month or three weeks instead of, as formerly, three or four times annually, and the smaller villages once every quarter, or oftener, instead of, as formerly, once a year or not at all. The results of this more thorough canvassing are in more than equal direct ratio to the increase in average number of towns per day; for canvassing of this sort means more helpful and efficient attention to the problems of each dealer.

But the most important result of the introduction of the automobile into the sales-work of the Gypsum Company derives from the greater

number of calls made in each town. The day of the salesman who had a dealer friend in each town, who dropped in on him once every quarter, chatted with him a while, got his orders, ignored the other dealers in town because of his personal relationship with the one, and spent the remainder of the day at the hotel-bar or elsewhere waiting for the train to take him on to the next town—the day of the salesman of this type is over, so far as the Gypsum Company is concerned. More calls in each town mean more dealers handling the company's products. They mean more work with owners, architects, contractors, engineers and mechanics. They mean finally a greater volume of business. The proof of this conception of selling is in the final results. Six years of experience with an automobile sales-fleet has shown the Gypsum Company that, while the mileage cost of maintaining its sales-force has increased, the number of calls has increased at a greater rate and the sales-results per call have increased out of all proportion to the increase in cost.

Three years of experience with an automobile-fleet also have made plain that the greatest problem in

the administration of a sales-fleet of automobiles is that of maintenance. To make the problem clear, the administration-method of this company is set forth in detail.

Every salesman is authorized to have his car overhauled as necessity requires in his headquarters-town. With his car and his expense-account, he is provided with an inspection-card, a daily expense-slip and a weekly expense-report. On his daily expense-slip he keeps a record of general repairs on his car, gasoline and oil costs, tire expense, total auto expense and total mileage, besides the ordinary items—hotels, meals, etc. These he summarizes and reports to headquarters in his weekly expense-report envelope.

In these ordinary expenses of operating and maintaining his car, he is allowed to include any adjustments, the costs of which total \$15, only being required to enclose the garage-man's receipt for the money. Meantime, he is advised to have periodic inspections of his car made at his headquarters-town. In doing so he gives the garage-man an inspection card with the instruction that it be mailed to the central of-

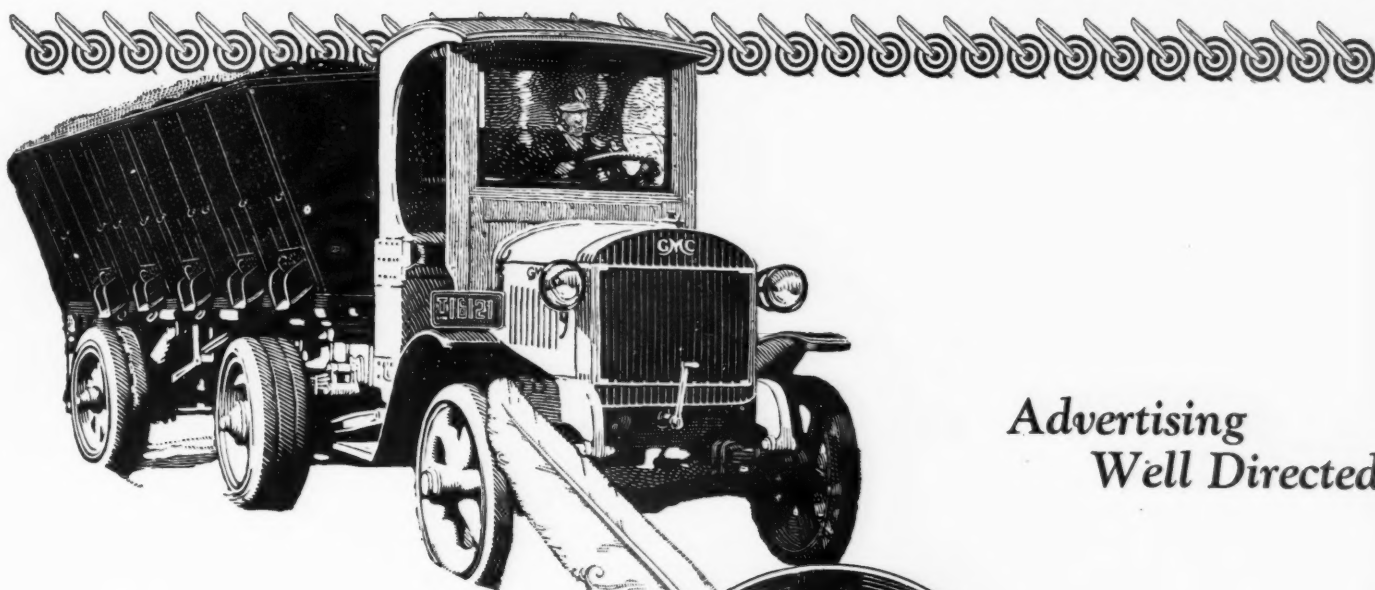
fice when the inspection has been completed. These cards are checked over in the transportation department of the Gypsum Company; thus the firm is able to follow the condition of each of the 130 cars in its fleet.

In case the inspection-cards show that some major overhauling or expensive substitution of parts is needed, the salesman is authorized to obtain two estimates covering the work. These are mailed to the central office and, on a basis of comparison of the two, a formal purchase authority is issued to the garage-firm submitting the lower estimate and payment for the work is made directly after receipt of the salesman's O. K. This detail of the system enables the company to reduce by a material percentage the amount of non-interest-bearing expense or emergency-money outstanding in the hands of its sales-force.

Finally, the figures obtained from the weekly reports of salesmen are transferred to a monthly report on each car kept by the transportation department. The items noted are repairs, fuel and lubricants, tires,

(Continued on page 1536)

Top: Monthly report and data sheet kept by transportation department for each car. Left: Inspection card to be filled out by garage man. Center: Salesman's daily expense slip. Right: Salesman's weekly expense statement envelope. Daily expense slips fit this envelope.



Advertising Well Directed

General Motors Truck Company is one of the world's pioneer truck manufacturers. Since its founding, it has rigidly maintained the policy of building a truck of the highest quality.

GMC advertising has been designed to familiarize the public with this quality, and with the reasons why it is available at GMC prices. The advertising has been designed also to acquaint truck buyers with the strength, sturdiness and power of GMC, and to dramatize the suitability of GMC for every hauling requirement.

This advertising has helped create acceptance in the public mind of GMC merit and has produced gratifying results for General Motors Truck Company—a Campbell-Ewald client.



© C E Co., 1924

The Campbell-Ewald organization of 160 people, with financial and physical facilities of the largest advertising organization between New York and Chicago, and a volume of business placing it among the first ten agencies in the country, is at your service to handle large or small accounts. At any time, anywhere, we'll be glad to talk with you. There will be no obligation on either side.

CAMPBELL~EWALD COMPANY

H. T. Ewald, Pres.
E. St. Elmo Lewis, Vice-Pres.

Advertising

Guy C. Brown, Sec'y.
J. Fred Woodruff, Gen'l Mgr.

General Offices, Detroit, Michigan

New York

Chicago

Toronto

Dayton

Los Angeles

San Francisco

A New Merchandising Service

The ever increasing number of products distributed through drug stores which are being advertised in TRUE STORY, makes it desirable for us to institute a new merchandising service.

To this end, A. Rowden King, formerly on the editorial staff of Printers' Ink and later with the Ethridge Company, is taking charge of the editorial work connected with the writing and the publishing of a special magazine which will be distributed nationally among druggists.

The first issue of TRUE DRUG STORY will be distributed during September.

*We will gladly furnish a
copy to those interested*

PUBLISHED BY THE ADVERTISING DEPARTMENT OF

True Story
Magazine

NEW YORK, CHICAGO, BOSTON, LOS ANGELES, SEATTLE, SAN FRANCISCO

The Boll Weevil of Advertising

How Unseen Forces Boring From Within Destroy
the Expected Results of Good Advertising

By Cheltenham Bold

ONE evening, not so long ago, I was sitting on the piazza of a hotel in the White Mountains with a man who is the owner of a whole string of factories making paper boxes, while the conversation ranged all the way from business subjects to the head of water in the nearest trout stream, and the relative difficulty of certain trails up Mt. Madison.

"Speaking of the value of good will," he was saying, "there is what you might call an unwritten law in our plants not to buy anything from the X Company if we can get it anywhere else. I don't doubt for a minute that it is unreasonable, and you can't describe it except as a prejudice; but there it is. It costs the X Company a good many thousands of dollars a year, and I imagine it sometimes costs us something, too, to live up to it. But we do live up to it pretty consistently, though it is fully forty years since the thing (whatever it was) happened that started it.

A Costly Mistake

"You see, I don't even know the origin of the thing—it is that illogical! But when I took my first job in the box-making business I began to hear it. 'Don't buy from X if you can possibly avoid it.' We ran only a small shop in those days, and I imagine the boss had received a nasty letter or so from some supernumerary in the X Company's credit department. But whether or no, he believed that he had been shabbily treated, and he would pay a higher price to a competitor any day in order to avoid giving any business to the concern he disliked. Everybody in the place had it ground into him that placing business with X was no way to win favor with the boss, and when I broke loose and started for myself it was only natural that I carried the inherited prejudice with me. I don't defend it necessarily, but there it was. And there it still is. I'd rather not deal with the X Company, and every man in the organization feels

the same way about it. I'll even venture to predict that when my boy graduates from Dartmouth and comes into the business he'll carry on the tradition: the third generation, so to speak, of a prejudice whose origin was forgotten years ago, and which probably was of small importance anyway."

"How much," I asked him, "would you figure the X Company would have to spend for advertising in order to counteract the effects of that nasty letter years ago—if it was a nasty letter?"

Destroying Good-Will

"I couldn't say," he told me. "As a matter of fact they are sending us advertising matter of one sort or another all the time, and every time we see it we are reminded of the very thing they want to make us forget."

Perhaps that is an extreme example, but it isn't at all exceptional. In instance after instance, concerns are spending their good money for advertising in the effort to build up public good will, and are allowing the Toms, Dicks and Harrys in the organization to tear it down nearly as fast as it is built. They are fond of saying in public and in private, that the good will of the public is the most precious thing they own; yet if they were found to be handling mere petty cash or tenpenny nails as carelessly as they handle this ultra-precious commodity of good will, the board of directors would throw a whole series of con-niption fits and there would be a row of hides drying on the back fence inside of about ten minutes. They install elaborate and expensive systems to prevent the office boys and stenographers from stealing postage stamps, and allow somebody's vanity or dyspepsia to dictate the letters that go out to customers and prospective customers! And then sometimes they wonder why their advertising does not produce the results expected!

I often wish that I could convince

some of my own clients that they are dealing with human relationships, instead of impersonal solar systems, and I wish I could make them see for themselves what a smart-aleck with a dictaphone can do to offset the effect of their carefully prepared copy. The whole is no greater than the sum of its parts, and there is small profit in trying to build up good will in the mass while a dozen others are tearing it down piecemeal.

I heartily endorse every word of the article in "Sales Management" by Charles R. Wiers on the general subject of letters to customers. Mr. Wiers knows what he is talking about, having spent enough years in the mail-order business to learn that the customer is an individual with feelings and sensibilities that must be observed if you want to continue to do business with him. But it isn't merely letters that sometimes destroy customer relationships, and make future advertising to that individual largely futile. As for instance:

A Case in Point

Shortly before we departed on the vacation trip this summer, the lady who for the time being must share my pseudonym, went in to New York for some necessary purchases, and paid her first visit to a large sporting goods store. She bought articles in three different departments, to wit: one pair knickers, outing shoes, and woolen hose, requesting the store to deliver the goods C. O. D. They arrived the following day, in three separate parcel post packages, with three separate invoices, each bearing three items: the price of the goods, the postage, and a charge for collection by the post office. The driver who delivered the packages passed certain remarks on the general "dumbness" of the transaction, but this hardly approached what the lady said afterwards. For the first time in twelve years she had been required to pay delivery charges on a

purchase in New York, and not merely one delivery charge but three of them on a single transaction. A small matter? Only a few cents? To be sure. But can't you imagine what will happen before she buys from that particular house again, and what her reaction will be to the next page advertisement descanting upon their highly superior service?

Indeed I think that in the majority of cases it is precisely such trifling matters that make the most trouble. Anything of real importance the concern is likely to hear about, but it is these petty affairs that aren't worth a formal complaint that go for years sometimes making food for conversation. It happens, for example, that I have a number of kodak pictures of the lady in the outfit above referred to, and when she shows them to her friends I notice she is quite likely to get switched off on the tale of the three

parcel post packages and the 34 cents postage she had to pay on a thirty-eight dollar purchase. All of which helps to prepare a favorable reception for the concern's advertising. Eh, what?

We advertising agents are sometimes accused of mixing in with matters that are outside our province, instead of confining ourselves strictly to the job of producing attractive and convincing copy. We are told that it is none of our business how our clients handle their credits, or pack their goods for shipment, or answer letters of complaint, or what not. Maybe that is true, if you consider the agent's job as merely that of filling a certain amount of space and collecting a commission for doing it. But if, on the other hand, you look at it as many of us do, you will see that it is the agent's job to make advertising profitable for his client if he expects

to retain said client for any length of time. The most brilliant and most subtly persuasive copy in the world will not continue indefinitely to produce profitable results unless the concern itself makes at least a decent attempt to live up to its copy. And in a good many instances those concerns that are loudest in expressing their dissatisfaction with the results they have received from their advertising, have only themselves to blame for it. It may be true that quality is remembered after the price is forgotten, but it is certainly true that the remembrance of slighting or discourteous treatment lingers long after the details are buried in oblivion. They are generally of very small importance in themselves, but they serve to establish an impression that is usually very difficult to erase. It is trifles that make perfection, but perfection is no trifle.

Where to Look for Export Information

By D. C. Townley

The Kolynos Company, New Haven, Connecticut

WITH the world in the best economic condition it has enjoyed since the World War, now is the most favorable time for a United States manufacturer to start in the export business if he is seriously contemplating it. He must be seriously considering it and willing to devote hard, consistent and conscientious work to that end if success is to smile upon his efforts. Only by such sincere and well directed work will the much coveted profits be realized. These profits, which are both direct and indirect, are due solely to export business and are otherwise unobtainable. They are, however, worth the extra effort not only for themselves, but also of the reduction in costs made possible by larger quantity production and the extra security provided the manufacturer in times of depression by possessing a more diversified market.

The beginner in the export field had better go to the United States Bureau of Foreign and Domestic Commerce for advice as to how and where to begin exporting. There

specialists in his particular field can bring invaluable knowledge to solve his problems and in a few moments, show him numerous pitfalls to avoid that many others have only learned by sad and costly experience.

While, of course, the situation in each industry is different, it is highly interesting to note that taking American manufactured products as a group the United Kingdom, Canada and Germany are the three largest customers. A still broader classification by continents shows Europe leading, with North America—including Central America and the West Indies—South America, and Asia, following in the order named. Closer study reveals greatly increased percentage, volume and variety of manufactured articles in our exports to South America and Asia during the recent years. Some of this increase, naturally, was due to the impetus given American products when European goods were unobtainable, but a good portion is the result of a natural development of the peoples of those respective continents and of our export busi-

ness. As such, these last are factors of increasing importance which a foresighted manufacturer should take into consideration when making his plans.

A manufacturer embarking for the first time on export business will have to compete with severe European competition. He will also be amazed at the intricacies of export business, but, if he likes hard work, applies uncommon common sense to its problems, listens to advice of export veterans, and sticks to it, he will obtain lucrative rewards, valuable suggestions for improving his domestic business, and, withal, a keener appreciation of this earth and a better understanding of the peoples on it, which, perhaps, is the pleasiest reward of all.

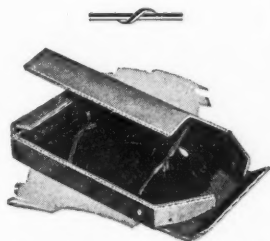
Business papers are being used by the Sun-Maid Raisin Growers Association, Fresno, California, to advertise a new product, Sun-Maid Pie Fruit. This is a raisin pie filling which is sold in cans, mixed, cooked and ready for immediate use.

Your packaging—

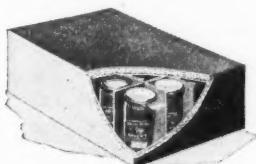
does it make or break repeat sales?

Don't say, "a better shipping package can't be made for us." Let the H & D Package-Designing Laboratory tackle that question. It won't cost you a cent.

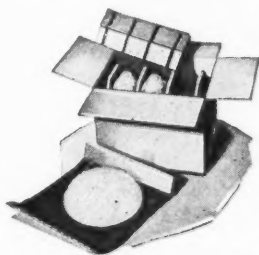
Below are just a few H & D designed packages which suggest a very few out of hundreds of possibilities.



Clothing doesn't "break" but, even at that, an **H & D Box** makes the economical shipping package for it.



Food and drug products go out to the trade with a minimum of damage claims if packed the **H & D Way**.



H & D Corrugated Fibre cushions glass, pottery and china effectively against careless handling.

Clothes don't make the man—but they determine your first impression of him.

Similarly, the package doesn't make the product but the appearance of your package, its sturdiness and its condition on arrival are the first things your customer sees.

Is that vitally important first impression just as favorable to you as you can make it!

Hinde & Dauch twenty years ago pioneered in the making of corrugated fibre containers. For twenty years they have led the way in broadening the uses of this economical package. 59% of their present production goes to established customers of 10 years' or more standing. H & D Package-Designing Engineers have an equally satisfying answer for your problem.

THE HINDE & DAUCH PAPER CO.
298 WATER STREET SANDUSKY, OHIO
Canadian Address—Toronto: King St., Subway, and Hanna Ave.
Deliveries will be made from the most convenient of our five factories.

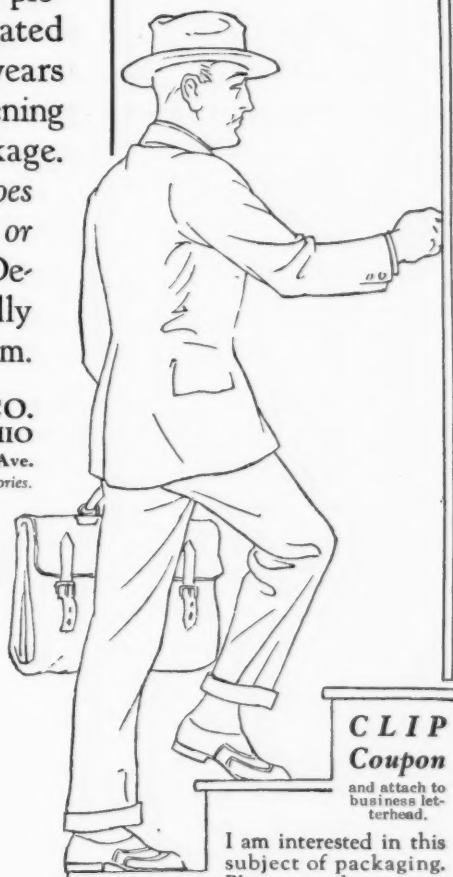
**H & D CORRUGATED FIBRE
SHIPPING BOXES**



He has "packages in his head"

The H & D representative who will call on you at your suggestion from one of our 14 service offices isn't a mere peddler of an article which he knows only superficially. On the contrary, he has both made packages in the H & D plants and designed them in the H & D laboratory.

Ask him specific packaging questions—he knows.



I am interested in this subject of packaging. Please send me your handbook "Corrugated Boxes and How to Use Them."

handbook "Corrugated Boxes and How to Use Them."

Name

Company

Address

City State

SM-1



An Outstanding Newspaper and a Responsive Field

The Memphis Commercial Appeal

National Advertisers' own sales records, various commercial agencies' reports, statistical bureaus, such as Babson's et al — all point to Memphis and its contributing territory as one of the bright and promising areas on the business map.

And reaching into every nook and corner of this wonderfully responsive section—eagerly and heartily welcomed each day into every worthwhile home, is the great COMMERCIAL APPEAL.

No other large American newspaper has attained such thorough circulation coverage of its field. No other American newspaper enjoys, in greater measure, the confidence, trust and esteem of its readers.

This complete coverage of a rich and prosperous field, combined with the respectful attention, the faith, and the confidence which its readers give to and feel in the COMMERCIAL APPEAL and its contents—news, editorial, and advertising — has made it tremendously resultful and valuable to advertisers of worthy products who use its columns.

The COMMERCIAL APPEAL stands first in local circulation, first in total circulation, first in local advertising, first in national advertising, first in total advertising.

The COMMERCIAL APPEAL during the first seven months of 1924 carried nearly fifty thousand more inches of advertising than the other two papers combined. The COMMERCIAL APPEAL carried double the amount of National advertising and double the amount of classified advertising carried by the others combined.

The COMMERCIAL APPEAL'S average net circulation during this period was daily, over 100,000 copies; Sunday over 123,000 copies. 96% of the City circulation is carrier delivered right into the homes.

The COMMERCIAL APPEAL takes genuine and helpful interest in the advertisers' efforts to secure maximum results. The COMMERCIAL APPEAL shares with its advertisers their desires to make every advertising dollar count big and strong, and proves it with action. Put us to the test.

THE COMMERCIAL PUBLISHING COMPANY
MEMPHIS, TENN.

THE JOHN BUDD COMPANY, National Advertising Representatives
New York Chicago St. Louis Atlanta San Francisco Los Angeles Seattle

The All-Important Opening Paragraph

An Analysis of Methods Used By Ten Letter Writers
for Putting a Real News Kick in the Sales Letter

By Donley D. Lukens

AS I start to write this article there are two hundred sales letters from a hundred and twelve firms on my desk. One hundred and seven of these firms have been advertisers for at least the past five years.

All together they have spent more than a hundred million dollars in advertising during this time. It is probable that it has been within the power of the first paragraphs of the sales letters which have gone out over their names to increase or decrease the results from this advertising investment by a total of more than fifty million dollars. Certainly these first paragraphs are worthy of attention.

If the first paragraph of your sales letter fails to get the favorable attention of your prospect it will not make a great deal of difference what you say in the balance of the letter for there is very little chance that it will be read.

Rubber Stamp Correspondence

Here is the opening paragraph of a sales letter used by the mail order department of a large Chicago retailer to answer an inquiry:

"We are in receipt of your valued favor of recent date in answer to our advertisement and we beg to inform you as follows: We are today forwarding you under separate cover a copy of our latest catalog as requested in your recent letter to us."

This opening paragraph bores the prospect. Before he has finished reading it he is tired of wading through forty-six words of formal English for information which could have been given him in six friendly words as it is in the following opening sentence taken from the letter written by Joseph DeRoy & Sons of Pittsburgh in answer to the same inquiry.

"Here's the bulletin you asked for."

But the opening paragraph of the DeRoy letter does not stop with just telling the prospect that the bulletin is being sent—it goes on to tell the prospect that it is a pleasure to send it, while the letter from Chicago

gives the impression that the firm feels that they are doing the prospect a favor by allowing one of their catalogs to get out of their office. Read the first paragraph of the DeRoy letter in full and contrast the impression which the two opening paragraphs make on you.

"Here is the bulletin you asked for. It is a real pleasure to send it and tell you something of ourselves—in other words, get acquainted."

Capitalizing News Values

There can be no question but what the latter example makes the more favorable impression of the two. You like to become acquainted with friendly people and with friendly business houses so you read on to the bitter end, with the result that before you get through you are thoroughly sold on the bulletin of which they speak and you turn to it with more than a casual interest.

Let us look through this pile of letters and see what some of the other opening paragraphs have to say.

Here is the first one that my eyes happened to fall on. It is taken from a letter written by the Thomas Publishing Company, publishers of "The Official Register of American Manufacturers":

"OVER 200,000 CHANGES will appear in the new addition of our Manufacturers' Register. There has never been a time when our Register was of greater assistance than the new edition will be during the coming year."

It is a mighty good opening paragraph and one which takes advantage of a device which comparatively few letter writers use. This device is the news element.

News makes a universal appeal, both to attention and to interest. Because of this universal appeal it is one of the most effective devices that the sales letter writer can use for his opening paragraph.

News is hard to define. I believe that it was Horace Greeley who first said, "If a dog bites a man it is not news, but if a man bites a dog that is news." Generally speaking, that

fact which is new, rare, novel or vital is news and everyone is interested in news.

Here is how Coats & Burchard Company of Chicago took advantage of an unusual occurrence in their own experience to lend attention value with a sales punch in it to the opening paragraph of a letter which they sent out in February, 1921:

"An exceptionally severe test of our appraisals was made when we presented to insurance adjusters our own valuation of our Operating Building destroyed by fire the latter part of December. A quarter-century record of accurate, impartial appraisals met the test. Our proof was accepted without question, and we received a very satisfactory adjustment of our loss."

This was an unusual situation and the advertising or sales manager of Coats & Burchard Company knew how to cash in on it by using it for the opening paragraph of his letter.

The Travelers Insurance Company of Hartford took advantage of some vital facts to write the following two opening paragraphs for the letter which they mailed out April 11, 1923:

An Attention Getting Opening

"During 1922 ONE HUNDRED AND FORTY (140) persons were killed by automobiles on the streets of St. Louis."

"More than FOUR THOUSAND (4,000) were seriously injured, many crippled for life and the salary and economic loss will be in excess of \$4,000,000."

Those figures addressed to you about the city in which you live are vital for they picture a risk which you are taking. The result is that they claim your attention and arouse your interest.

Mr. Lytle of The Corona Type-writer Sales Company realized the attention value of that which is novel when he wrote this opening paragraph for one of the sales letters sent out by that company:

"We have a plan by which you can have the purchase price of your Corona refunded. We are not offering anything for nothing but our plan is a practical, workable one."

This is real news for the man or woman who has just bought a

Corona. Not only is it a novel offer but it is vitally personal since it drives straight home to the pocket-book of the purchaser. News can often be handled that way. You can present it to your prospect in such a way that it is extremely personal to him without being familiar.

But news openings are not the only openings which can be made personal and consequently interesting for your prospect without stepping on the prospect's toes. Witness the following opening used by Francis R. Morison of Cleveland in a letter to bankers:

"If, during 1921, I can assist you to increase the volume of your deposits at a nominal expense through a positive but simple and dignified business-building plan, which includes the securing of enthusiastic co-operation of your Directors, Stockholders, Employees and Customers—and,"

It would be pretty hard to find a banker who would not read on into the next paragraph to find out "and" what. Because this paragraph speaks of things which the banker needs and wants, it is, to him, a personal appeal.

Arousing Personal Interest

The device of referring to previous correspondence is often overlooked. Some sales managers go so far in their sales letters as to try to avoid having the prospect realize that he has ever heard from them before. They disguise the stationery for each letter and resort to other tricks to try to make the prospect feel that he is considering the proposition for the first time, but carefully kept records covering many lines of business show that the "back reference," referring to previous letters, increases the returns in almost every instance.

The opening paragraph should be simple, direct, and to the point. In the following paragraph from a letter written by a nationally known jewelry store, which has spent years of time and, I believe, several million dollars in advertising to create the reputation for quality and exclusiveness that it now enjoys, they destroy the effect of all of their advertising and cheapen both the store and its goods by a too liberal use of adjectives:

"Thank you very much indeed for your great courtesy in favoring us with your request for a copy of our catalog illustrating dazzling, brilliant, sparkling DIAMONDS, mounted in a large variety

of the latest style solid gold mountings, and a variety of other merchandise for men and women."

I happen to be familiar with this firm's correspondence and I know that the letter from which this opening paragraph just quoted was taken is the rare, yes, very rare, exception rather than the rule. If it were not, the adjectives would have destroyed their reputation faster than their advertising could have built it.

The man who received the letter from which the following opening paragraph was taken reacted to it by tossing it to his secretary with the remark, "That bird isn't even a good liar."

"Excuse the burnt condition of this letter. As I write the flames are spreading around my desk, and the heat and smoke make breathing nearly impossible. Though this may be my last message to you, I am going to try to finish it and throw it out the window in the hope that somebody will pick it up. Of course I will try to make a dash for my life, but—"

Of course the man who wrote that letter did not expect those who received it to believe his statement,

but the corporation presidents to whom it was addressed did not have either the time or the inclination to read cheap melodrama.

See how a Texas merchant applied the same idea to the opening paragraph of a letter he wrote to dispose of goods damaged by a fire in his store:

"Please excuse the burnt condition of this letterhead but when it is all said and done it is what is in the letter that really counts. The letterhead is really nothing more than the package which contains the real goods. This letterhead, like a great many packages in our store, was damaged in the fire which we suffered from the other night, but like the other packages the contents are in good condition and will save you some real money if you will use them."

The letter in which this opening was used sold the merchant's entire stock of damaged goods in less than two days after it reached the farmers to whom it was mailed.

Everyone who writes sales letters will do well to follow the advice of a well known letter writer. He says, "Dictate the first paragraph and then listen back."

British Sales Managers Report a Successful Year

A recent report for the Incorporated Sales Managers' Association of the United Kingdom shows a decidedly successful year of activity for that organization in British sales interests.

Besides the services rendered by the association in helping to plan and execute arrangements for the convention of the Associated Advertising Clubs of the World, eighteen meetings were held during the year at which speakers, many of them of national prominence, discussed various phases of sales management.

Among the subjects and speakers were: "What South Africa is Doing to Help Inter-Empire Trade," by Sir Howard Gorges; "Marketing a Branded Product," by John C. Kirkwood; "Efficient Cooperation between Sales Managers and Commercial Travellers," by Fred Coysh; "Selling to 170,000 Agents," by G. F. Woolf; "The Maintenance of Manufacturers Retail Prices," by

Sir William Glyn-Jones; and "Selling a Specialty," by L. D. Ascoli.

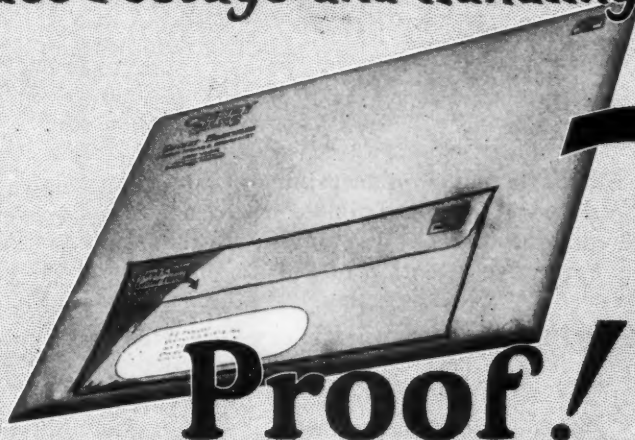
Since the inter-continental meeting this year was so successful, the official organ of the association has already raised the question of a meeting for 1925, expressing the opinion that the sales managers' organization will not be content to let the coming year pass without either a convention of their own sales managers or a more general one representative of British interests altogether.

The British Sales Managers' Association was founded in 1911 to further the interests of those engaged in sales management, its object being the general discussion of ideas of hiring, training and managing salesmen, sales promotion problems, and managerial problems and policies. The Association has since become incorporated under Board of Trade charter.

G. S. Steven is president of the organization.

Du-Plex Envelopes

*Produce More Sales
Reduce Postage and Handling Costs*



SALES OFFICES
NEW YORK
BOSTON
CHICAGO
PHILADELPHIA

**CHENEY
SILKS**

**CHENEY BROTHERS
MANUFACTURERS**

MILLS
SOUTH MANCHESTER
CONNECTICUT

215 FOURTH AVENUE AT 15TH STREET
NEW YORK

May 1st, 1924

Du-Plex Envelope Corporation,
Chicago, Illinois.

Gentlemen:-

We have been constant users of Du-Plex envelopes ever since they were brought to our attention three years ago. We have found them very efficient carriers of booklets, advertising proofs and swatches of material.

We believe they are productive of more sales than the ordinary method of sending catalogs and other material under separate cover because they enable us to send a personal letter together with samples or sales literature, adding a selling punch which would otherwise be lacking. Undoubtedly, they should effect savings in the Mailing Department of any firm using them.

Very truly yours,

Homer Curtis
HOMER CURTIS
Director Sales Promotion

HC FW

**More
sales**

**Lower
handling
costs**

**Users
three
years**

**Letter
and
catalog
together**

Du-Plex
TRADE MARK REG. U.S. PAT. OFF.

2 in 1 ENVELOPES

Pat. U.S.A. May 20, 1919. Oct. 9, 1923. Feb. 28, 1924.
Pat. Canada Sept. 30, 1919. Other Pats. Pending

© 1924 The only two standard makes of two-compartment envelopes

**COLUMBIAN
(MON-O-POST)**

TWO COMPARTMENT

ENVELOPES

Patented July 19, 1921
Other Pats. Pending

COUPON

Du-Plex Envelope Corporation, Dept. B
15-21 South Market Street, Chicago, Ill.

Gentlemen:- Please forward free copy of "Suppose This Were Your Catalog," showing how double-compartment envelopes can produce more sales through the mails and yet decrease mailing costs.

Name _____

Street _____

City _____ State _____

FOR MORE SALES THROUGH THE MAILS

Combination of Export Interests Held Legal Under Webb-Pomerene Act

Latest Interpretation Removes Doubt and Enables Manufacturers to Combine for Export Sales Efforts

By Roy W. Johnson

AFTER a delay of more than six years since the law was passed, the Federal Trade Commission has been prevailed upon to issue and publish an official statement as to its interpretation of the Webb-Pomerene Act which permits combinations of manufacturers for export trade, and also as to its attitude toward associations formed under that law. The statement is in the form of a letter to the Silver Producers' Committee, under date of July 31, 1924, and copies may be obtained from the Secretary of the Federal Trade Commission, Washington, D. C.

This action on the part of the Commission will serve to clear up a number of doubtful questions which have caused many manufacturers to postpone taking advantage of the law.

Commission Must Interpret

By the terms of the statute American concerns are permitted to form associations for the purpose of engaging in export trade, to allot orders among members, and to fix prices, so long as such action does not restrain domestic trade or the trade of any domestic competitor.

The general administration of the law is placed in the hands of the Federal Trade Commission, and doubt as to the Commission's attitude, as well as to the precise meaning of the law itself, has prevented a wide acceptance of its provisions.

Repeatedly, for example, the Commission has been urged to adopt the policy of advising business men in advance as to practices which it would regard as violating the terms of the Act, but this has been refused. Now, however, the Commission adopts the policy in the following terms:

"It is entirely proper therefore, that the Commission should, when called upon in advance of the forma-

tion of an export trade association, indicate that proposed lines of conduct would in its opinion, when carried into actual operation, invite the corrective attention of the Commission.

"But the Commission cannot assume the results of an indicated course of conduct. As appears from the statute itself, the test of legality lies in result in most instances, rather than in the form or method pursued. The Commission cannot always make a precise statement under these circumstances."

In pursuance of this policy, the Commission proceeds to discuss certain specific questions propounded by the Silver Producers' Committee, which are of rather broad, general interest. The question, for example, as to whether it would be lawful for an association to admit foreign concerns to membership, or enter into co-operative arrangements with them, is answered as follows: "There is nothing in the act which prevents an association formed under it from entering into any co-operative relationship with a foreign corporation, for the sole purpose of operating in a foreign market. The only test of legality in such an arrangement would be the effect upon domestic conditions in the United States."

Company Privileges Retained

Again, it has been doubtful whether or not, under the law, members of an association would be obliged to abandon their individual export organizations, and turn over the whole process of selling to the association. Many concerns have refrained from forming or joining associations, in the belief that the action would mean the immediate scrapping of their own organizations.

The Commission decides, however, that it is unnecessary for an association under the law to "per-

form all the operations of selling its members' product to the foreign buyer," and that "an export association complies with the act if it is solely engaged in allotting orders among its members, or in fixing the prices at which its individual members shall sell in export trade."

On still another point, the Commission's ruling clears up a doubtful question. Since the legality of activities is to be judged by results, and since the normal result of a better organized control of export trade would be a rise in prices in the domestic market, how could an association avoid violating the provision against "enhancing or depressing prices in the United States"? As to this, the Commission says:

Indirect Results Not Unlawful

"It is perfectly apparent that the proper adjustment of distribution may result in an increase in price in a glutted market and a decrease in price in one which is insufficiently supplied. . . . It is well understood that an incidental or inconsequential effect upon domestic prices is not unlawful. If a merely consequential rise in price should bar American exporters from using this statute, the statute might become a nullity. The statute provides for a lawful course of procedure and if this procedure is followed and the statute complied with merely indirect or consequential results cannot be held to be against the law."

Since the Commission is the body directly concerned with the administration of the law, and in bringing actions for violation of it, this pronouncement by a majority of the members is significant, and may serve as encouragement to many concerns who have been reluctant to undertake an enterprise which seemed of doubtful legality, and concerning which opinions have differed so widely.

Federal Trade Commission Turns Its Hand to Constructive Work

Special Washington Correspondence

We have not hesitated to criticize the Federal Trade Commission when we thought its activities were putting an unnecessary burden on business; nor will we hesitate to offer criticism in the future. However, we are glad to give publicity to an activity of the Commission that is helpful and constructive. If your industry or trade is honeycombed with deceptive or misleading terms, secret rebates, or unfair competition of any kind you will be interested in reading this account of results obtained through cooperation between industry and the Commission in formulating codes of ethics and in helping to establish sales practices on a higher level.

WHATEVER may be said of the processes of the Federal Trade Commission in the issuance of "complaints," or of its even more severely criticized publicity policy, the Commission is responsible for one innovation that is worthy of the gratitude of sales executives—particularly at this competitive juncture. In looking with cold and hostile eyes upon the police activities of the Trade Commission, many a sales manager has overlooked entirely the newer and more constructive role in which the trade body appears as a peacemaker, harmonizer, and standardizer of sales practice, if you please.

A Round Table Conference

The Federal Trade Commission originated the idea of the "trade practice submittal" but it likes business to think that this unique form of round-table conference was its own invention. The purpose of one of these forums—restricted, of course, in membership to the members of a particular trade or industry—is to agree, by as nearly unanimous consent as possible, upon a platform or code of ethics to govern the advertising and sales practice of the line. Partly because it has no power to fix standards for a commercial community, but even more because of considerations of diplomacy, the Trade Commission cultivates the idea that a business group is acting strictly on its own initiative when it stages a trade practice submittal.

Some onlookers in salesdom who have not had close contact with the proposition have assumed that the Trade Practice Submittal is just one more instrument of Federal censorship, because the invitations to the council are issued in the name of

the Trade Commission. That slant on the situation is wrong. Somebody has to issue the invitation, particularly in the case of a trade or industry that is unorganized. The Trade Commission has as much chance, or more, than any private committee to appear disinterested and to qualify for the position of "next friend." Indeed, the soundness of this logic is proved by the fact that in several instances the Trade Commission has succeeded in getting together members of trade groups whose suspicions had forever kept them apart. Furthermore, the Trade Commission is able to provide for the conferees a meeting place rent free, stenographic service, etc.

There is just this much to the common belief that the Trade Commission uses persuasion to bring about trade practice submittals. Usually, but by no means always, the impulse in a trade to take stock of its selling manners and set the technical house in order comes when the Trade Commission begins to take notice of the sales practice in that line of business. Seldom does a trade practice submittal wait upon the issuance of a complaint by the Trade Commission.

Business Welcomes This Help

Rather is thought turned in this direction when the Trade Commission, in response to an application for a complaint, begins to make an informal, preliminary investigation to ascertain whether there is any ground for the protest. Naturally, the trade knows what is going on as soon as there is a hint of this tentative challenge to its sales practices. To forestall complaints by means of a Trade Practice Submittal is becoming a favorite preventive. Ten submittals have already been held,

and the Commission has requests to arrange for five others.

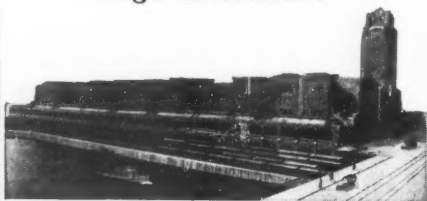
The Trade Practice Submittal is, undeniably, an advantage to the Federal Trade Commission, not only because it relieves it of some routine and much regulatory work, but more especially because it sets up, with the consent of an industry, a charter of principles which represents the highest ideals of practice in the field involved. Henceforth, when the Trade Commission is confronted by an accusation affecting a trade that has submitted to self-examination, it has an authoritative standard or measuring stick with which to determine instantly whether or not the practices that are objected to are offensive to the trade conscience. No government commission could be expected to be up on the technicalities of every line of business. The line that has, in conclave assembled, agreed upon what is right and what is wrong, has provided for the Federal supervisor a background that affords a practical, inside business perspective instead of a purely judicial one.

When Industry Polices Itself

If the average Trade Practice Submittal operates to prevent the Federal Trade Commission from becoming unduly meddlesome, not to say from making itself ridiculous, it is capable of proving an even greater boon to the marketing executives who thus agree upon the selling range. For a duly rubber-stamped Trade Practice Submittal virtually means that the Trade Commission has placed its O. K. on certain practices and its N. G. on others, and will act accordingly in scrutinizing the technique of individual sales interests in the field involved. In interest of its good faith the Trade Commission usually calls

Forward-Looking Sales Managers

*Make this great
plant their Chi-
cago warehouse*



Are your salesmen in this territory losing orders because it takes too long for your product to come to the trade here from your factory?

Have you figured how much of the money that you spend in advertising and sales campaigns is a total loss because your competitor gets the business on the basis of quick delivery from Chicago stocks?

Do you know that many distributors whose factories are at a distance are finding that it costs actually LESS money to make delivery from stocks carried in Chicago's Big Downtown Warehouse than it does to fill orders direct from their factories?

Our plant at the Pennsylvania Railroad's mammoth freight terminal in Chicago, with its unusual storage and rail-traffic facilities, is definitely designed to provide the modern and economical distribution methods that are necessary to assure successful advertising and sales effort.

If you have not investigated public warehousing as applied to the distribution of your product and want to know why enterprising manufacturers the country over find our services an economy and not an expense, write us now. A dollar saved is a dollar made.

Let us know your particular problem in this market. It will receive the considerate attention of a distribution specialist.

Western Warehousing Company

331 West Polk Street, Chicago

"At the Edge of the Loop"

WILSON V. LITTLE, Superintendent

an abrupt halt in the prosecution of a firm against which complaint proceedings are pending if the firm in question enters a Trade Practice Submittal and agrees to abide by the code that is framed. In effect, a Trade Practice Submittal gives an industry an opportunity to police itself and by so doing escapes the interference of the Trade Commission.

The industries that have thus far, and so quietly as to attract very little general attention, held trade practice submittals, include those engaged in the marketing of ink, celluloid specialties, knit goods, paper, oil, rebuilt typewriters, creamery products, hosiery, macaroni, silverware, gold knives, watch cases, sheet music, and subscription books. Similar gatherings are in prospect for the purpose of standardizing sales practice in the fields of furniture and band instruments.

Sharp Practice Must Go

The ordinary procedure is for the assembled executives to unburden themselves in a free and frank discussion of trade practices, customs, and conditions at which no official or representative of the Trade Commission is present, even as an unofficial observer. Indeed, the ritual at the Trade Commission is that after one of the five trade commissioners has officiated in the role of temporary chairman and called a trade practice conference to order, all members of the Commission staff shall withdraw from the meeting and leave the business men to work out their own salvation.

Brief or prolonged though the discussions be, according to whether the different elements in the trade are in substantial accord or are wide apart in their views, the ultimate outcome of every successful submittal is the adoption of a set of resolutions which formally condemn any practices which have been unanimously or by large majority frowned upon as beyond the pale. If circumstances warrant, the resolutions may also fix definitions for trade terms and commodity designations that have been variously applied in the trade or have occasioned misunderstandings on the part of the public. When a conference has found itself in this conclusive manner, the Trade Commission people are called in and arrangements made to make public the rules of

conduct that are henceforth to be binding upon the industry.

Coming to specific instances of gains in selling technique in consequence of Trade Practice Submittals, we find that it was this medium that gave to commerce its first and only authoritative definition of "Rebuilt" as applied to reconditioned typewriters. Similarly the petroleum industry, by this same method, evolved acceptable definitions for "service station" and "filling station."

Avoidance of misunderstandings over prices is an objective that has been common to a number of the Trade Practice Submittals. Only a few weeks ago, the publishers of subscription books and sets of books, in confessional assembled, agreed to do away with "raised contracts" and other subterfuges which lead purchasers to believe that they have the benefit of special reduced prices when such is not the fact. Thanks to a submittal, the publishers of sheet music abandoned their time-honored custom of printing on the music prices approximately one-third higher than the actual retail selling price. Typewriter rental firms agreed to cease advertising, without qualification, what is in reality a minimum price, with unmentioned higher prices in the background for most of the items in the line.

An Unprejudiced Referee

Admittedly the warranty or guaranty to the ultimate consumer constitutes in many lines one of the most annoying problems of the age. Sales managers in a number of fields find themselves saddled with guaranty conditions that are prescribed by long-standing custom and from which no lone reformer dare break away, but which impose hardship and injustice. The Trade Practice Submittal, under Federal Commission auspices, seems to offer the best remedy that has been discovered to date for this ailment. The fact that guaranty practices are seldom the basis of Trade Commission complaints and that, consequently, the Trade Commission can take a particularly detached attitude as counsellor or advisor, helps matters.

The marketers of gold-filled and gold-plated watch cases are among the latest guaranty-ridden marketers to avail themselves of the good

The principles and practice of good advertising are so simple that it is unfortunate so many individuals are industriously engaged in complicating them.

McJunkin Advertising Company

Dominant Idea Advertising
Outdoor · Newspaper · Magazine
5 South Wabash Avenue, Chicago



Insure your salesmen's samples

YOUR salesmen may take every reasonable precaution against loss or damage to their sample cases.

But there are dangers that defy every customary precaution. Sample cases and their contents may be lost, damaged or stolen while in transit, or even at the hotel.

Insurance is your only protection against the money loss involved. North America Commercial Travelers' Insurance will cover the samples of one salesman or the samples of your entire sales force. The cost is small.

A North America Agent or any Insurance Broker can get you this protection

Insurance Company of North America PHILADELPHIA

Founded
1792

"The Oldest American Fire and Marine Insurance Company"



Pin this coupon to your letterhead

Insurance Company of North America
Third and Walnut Streets
Philadelphia, Pa., Dept. X9

Name

Street

City State

Wants information on Commercial Travelers' Baggage Insurance

offices of the Trade Commission. Here it was the long-time guarantee that had become an intolerable burden. It was by means of a Trade Practice Submittal to consider "Guarantee Against Decline in Price," to which were invited the representatives of more than fifty separate major lines, that the first steps were taken to halt what was rapidly becoming, in the post-war period, a reckless or runaway practice.

Premium methods of selling have been placed on the dissecting table at several trade practice submittals most notably perhaps at the conference of the book publishers a few weeks ago, because the marketers of certain classes of reference works had recourse to particularly subtle forms of premiumizing. The practice has been to name a price for the reference books and ostensibly "throw in" an "extension service" or "loose-leaf service" extending over a period of years, or else to place the price on the "service" and give the books as a premium.

Many Benefits Accrue

Macaroni manufacturers, assembled in trade practice submittal, voted, with only one dissenting vote, a denunciation of the giving of premiums or so-called free goods to the trade. It was held that such premiums constitute a reduction in a seller's list price to the buyers thus favored and that the result is an "artificial practice of selling" which is unfair and undesirable. Creamery firms were among the first to use the trade practice submittal club to strike at premiums as sales stimulants and a special angle of the same subject was considered at the trade practice submittal at which members of the oil industry went on record against the lease or loan of curb pumps, tanks, etc., to retail customers.

Every now and then, a sales manager participating in a trade practice submittal, raises the question of what will happen to him if he signs an agreement to abstain from the practices that hurt the conscience of the trade only to find himself confronted by a competitor who does the very things that it has been mutually agreed aren't to be done. The answer is that the seller who is thus at the mercy of a rival who breaks faith, may invoke the aid of the Commission to protect himself.

Arthur Brisbane Recommends Shouting *Once* Rather Than Whispering *Many Times*

BRISBANE'S dictum that the wise advertiser shouts once so that all may hear, while the unwise advertiser whispers four or five times to small groups, is good sense.

In Cincinnati particularly it is folly to split a limited advertising appropriation into several pieces.

There is *one* Cincinnati newspaper that reaches the entire Cincinnati audience.

Through the columns of The Times-Star you can shout your message into every native, literate white household in the twelve Ohio and Kentucky towns that constitute the "local circulation area" of the Cincinnati newspapers, for less money than you would have to pay for a whisper in the four local newspapers.

Practically every national advertiser who uses two or more Cincinnati newspapers uses the Times-Star.

One hundred and sixty national display advertisers use the Times-Star exclusively in this field.

Experience has proved that the Times-Star blankets the entire Cincinnati market. Its local circulation exceeds that of its evening contemporary by more than thirty thousand and leads that of the leading morning daily by more than seventy thousand copies.

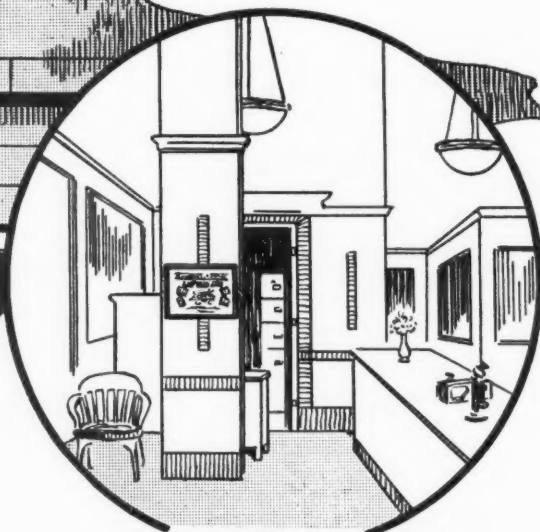
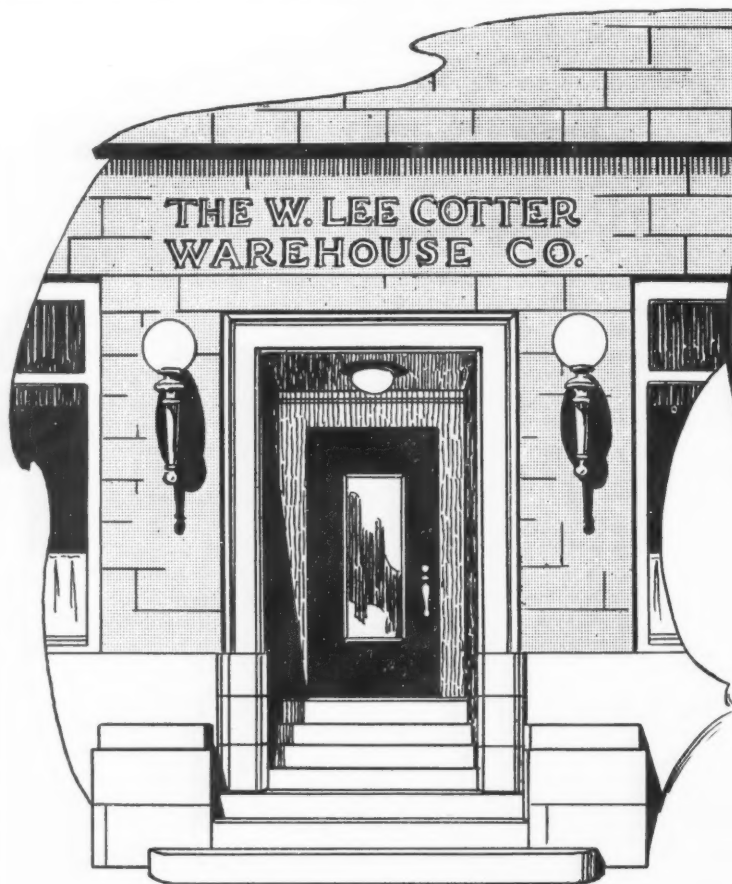
It doesn't pay to make two bites of a cherry. Four whispers never equaled a shout.

CINCINNATI TIMES-STAR

CHARLES P. TAFT, Publisher

C. H. REMBOLD, Manager

Member of Audit Bureau of Circulations



Cotterage
FOR CENTRAL STATES
DISTRIBUTION & MERCHANDISE

SELECT WAREHOUSES *Which add PRESTIGE to your product.*

Next to quality, the service given through the manner in which it is handled and delivered adds more to the public favor of your product than any other thing.

What a solid banking institution is to your finance, so is a modern warehouse service to the prestige of your goods in your sales territories.

The day of the slip-shod, fire-trap, lean-to-office warehouse is past and its passing is due to the ever increasing demand for a systematized distribution service by manufacturers who know that with system comes standardization, and with standardization comes real service and certain economy.

The same atmosphere of business dignity is prevalent in the offices of THE W. LEE COTTER WAREHOUSE COMPANY that you find in the better class of banks. This is evidenced by the appearance of the rooms and their furnishings themselves, as well as by the splendid efficiency and courtesy of our employees.

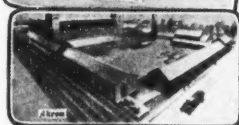
Every department of the COTTER SYSTEM is a distinct, well-managed unit, and yet each is an integral part of our entire organization.

We are so well known in the districts we serve that every jobber and retailer readily acknowledges our prestige. They appreciate our service and courtesies to such an extent that the products we handle receive certain favor in their estimation through this environment.

Your own branch office or warehouse cannot give you more satisfactory service or prestige than COTTER Public Warehouses give.

*Cotterage is a service well worth talking over
with your Traffic Manager*

The W. Lee COTTER WAREHOUSE Company
Established in 1882
Akron, Columbus, Mansfield and Toledo
Executive Offices at Mansfield, Ohio



"Let's Arbitrate" to Take Place of "Go Ahead and Sue"

Arbitration Society of New York Will Sponsor Plans to Aid Business Men in Keeping Out of Courts

By Russell R. Clevenger

TO arbitrate or not to arbitrate—that is the question which is puzzling New York City manufacturers, jobbers, wholesalers and retailers who have been asked recently by the Arbitration Society to print an arbitration clause on their contracts and order blanks.

Only three states in the Union now have arbitration—Illinois, New York and New Jersey. The Illinois law limits the agreement to arbitrate to controversies which have arisen. The New Jersey and New York laws go further by permitting parties to agree in advance to arbitrate any difficulties that may arise in the future in connection with a contract.

The clause which is recommended by the Arbitration Society to keep the New York business man out of court if he will insert it in his contracts reads as follows:

"All claims, demands, disputes, differences, controversies and misunderstandings arising under, out of or in connection with or in relation to this contract shall be submitted to and be determined and settled by arbitration, pursuant to the Arbitration Law of the State of New York, in the Tribunal of Justice, known as the Court of Arbitration, established and conducted by the Arbitration Society of America, and in accordance with its rules."

Arbitration in its simplest form consists simply of selecting a wise man from within your trade to hear your troubles and those of your adversary and decide what to do about it. The chief advantage is that it only costs thirty or forty dollars

where litigation will cost several hundred. It also enables you to get the matter settled within a few days, and in addition the "judge" in arbitration is a specialist having an intimate knowledge of the question involved.

Many manufacturers in New York City are using the arbitration clause on their order blanks and some of

strikes, etc." the collection manager merely suggests to the customer that they refer the matter to arbitration and the Arbitration Society does the rest.

Among the recent additions to the list of New York concerns using the arbitration clause are The National Cloak & Suit Company, Finsilver, Still & Moss, costume fabrics; The Wood, Dolson Company, Inc., real estate; and Bear, Stearns & Company, stock brokerage.

In the case of Finsilver, Still & Moss there was a swift demonstration of the practical value of arbitration. This woolen house brought about the determination of four controversies involving more than \$1,000 each within a week. Five of their customers refused to accept

shipments of merchandise for which they had given signed orders. Impending labor troubles, it appears, had led them to take this action. The company acted at once upon their rights as defined in the arbitration clause and notified each of the customers that arbitration was demanded. Four of them settled within a week, while the fifth is still undetermined whether to settle or arbitrate the matter.

There are, on the other hand, few who have had unpleasant experiences with arbitration. An American importer who received a worthless shipment of tapioca from the Dutch West Indies wrote the Department of Commerce recently that the submissions of trade disputes in international transactions is not without its pitfalls. Payments for importations of this character



Court delays which cost business millions each year will be vastly decreased when arbitration laws are uniform in all states.

them cannot say enough in praise of it. The sales manager of one of the largest manufacturing houses of women's wear told me that it has solved the company's problem of keeping the fault-finding customer. In seven cases, he said, which they had settled by arbitration, the disputants continued to do business with the company. Formerly, he declared, when it was necessary to bring a customer into court, it was a foregone conclusion that his patronage had been lost.

In fact, he added, when the collection manager felt that the time had come to write "unless you pay within thirty days from date we will find it necessary to start suit" he gave up any hope of retaining the customer. Now, with the arbitration clause printed on the order blank along with "in case of fire,



Boost Sales Now!

Furnish Your Men These Cards

Quick sales action is needed now to fill depleted stocks. Your men can cover territories quicker—and sell better—with Saunders System cars.

Saunders Drive-It-Yourself System is a chain of 55 branches renting new, splendid running coupes, sedans or touring cars at low and fixed per-mile rates, without mileage minimum or time and driver charges.

The Louisville Gas & Electric Co. says, "It is far more economical than the railroads" in covering its field. The Indian Refining Co. finds costs only \$36 for two full weeks use. A Fuller Brush Co. manager says "Every one of my men have increased their earnings at least \$20.00 per week, by this System, and have done their work more efficiently". The merchandising service of the Peoria Journal states "On numerous occasions we recommend your company to salesmen and advertising men and they, too, were very much surprised with such service at so small an expenditure".

Your salesman drives the car himself, with standard insurance against liability, fire, theft, collision and property damage above \$15.

This System eliminates company car abuses. How it works into your plan is detailed in our manual "Answers to Questions". Send for it, now!

SAUNDERS DRIVE-IT-YOURSELF CO., INC.
Executive Offices: 206 Saunders Bldg., Kansas City, Mo.

SAUNDERS
Drive It Yourself
SYSTEM

Wherever You Go!

Traveler's Identification Cards provide sales cars instantly at any Saunders System Branch

In 50 Cities!

Akron
Atlanta (2)
Baltimore
Bessemer, Ala.
Birmingham (2)
Cedar Rapids, Ia.
Chattanooga
Cincinnati (3)
Cleveland
Colorado Springs
Columbus (3)
Council Bluffs, Ia.
Dayton
Denver
Des Moines
Evansville
Galesburg
Houston
Indianapolis (2)
Kansas City
Lincoln, Nebr.
Louisville (2)
Memphis
Milwaukee (2)
Mobile
Moline
Montgomery (2)
Nashville (2)
New Albany, Ind.
Oklahoma City
Omaha (2)
Peoria
Pueblo
Richmond, Va.
Rockford
Rock Island
Sheboygan, Wis.
Springfield, Ill.
St. Joseph, Mo.
Tulsa
Tuscaloosa, Ala. (2)
Washington, D. C.
And Others

are made in advance of shipment. In this particular instance the importer chose an arbitrator, the exporter another, and the two elected a third. It so happened that all three turned out to be competitors of the importer and thereby rendered a biased opinion. The representative of the exporter in the arbitration tribunal said, "I was stung in the same manner only a few weeks ago and all I got was one-eighth of a cent reduction per pound. I am not going to award any more in this case." In another case the arbitrator appointed by an importer declared that he would hold out for a concession of one cent per pound before he had heard any of the testimony.

These criticisms of commercial arbitration led A. J. Wolfe, of the Division of Commercial Laws of the Bureau of Foreign and Domestic Commerce, to say, recently: "The necessity of choosing a personnel for arbitration from the most honorable and conscientious representatives of each trade is apparent. If men are chosen on that basis and are permanently available for arbitration it may be expected that they will demonstrate a much higher conception of their duties as arbitrators than those who may be occasionally chosen by parties in dispute."

Another Commission Squabble

A misunderstanding between a veteran salesman and his sales manager was settled amicably recently when an award in favor of the salesman was made by an arbitrator appointed by the Society of Arbitration.

The veteran salesman who controlled several accounts on the Pacific coast through the mails, affiliated himself with a new company in his line on the condition that he receive a liberal commission from these accounts. A few months later the company decided to take on a territorial man for the coast and the salesman generously gave over his accounts. The territorial man proved incompetent and was discharged but the company continued to handle the accounts through the mails without recompensing the salesman. He objected to the new procedure and the sales manager agreed to arbitrate. The verdict of the arbitrator gave the salesman the full amount of his commissions.

One of the aims of the Society of Arbitration has been to obtain the

passage of a uniform state law respecting arbitration. In conjunction with this plan the American Bar Association, after hearing the efficacy of the New York law described, drafted a law at their last conference in Philadelphia which will be presented to all of the various state legislatures.

The principal sections of this law provide that unless the arbitration agreement prescribes a method for the appointment of arbitrators there shall be three arbitrators appointed by the court. This practice is to insure a just reward.

In case either of the parties is dissatisfied with the award of this committee of three they may appeal to the court for a review of the arbitrators' findings.

When Courts Interfere

In any of the following cases the court may modify or correct the award:

(a) When there is evident miscalculation of figures, or an evident mistake in the description of any person, thing, or property referred to in the award.

(b) When the arbitrators have awarded upon a matter not submitted to them.

(c) Where the award is imperfect in a matter of form, not affecting the merits of the controversy.

In any of the following cases they may make an order cancelling the award:

(a) When the award was procured by corruption, fraud, or other undue means.

(b) Where there was evident partiality or corruption in any one of the arbitrators.

(c) When the arbitrators were guilty of misconduct in refusing to postpone the hearing, upon sufficient cause shown, or in refusing to hear evidence, pertinent and material to the controversy; or of any other misbehavior, by which the rights of any party have been prejudiced.

In short, the court having jurisdiction over the parties concerned safeguards them by serving as a court of appeals from the award of the arbitrators.

The majority opinion in New York City, where arbitration has been in force since 1920, appears to be that arbitration is the most satisfactory method yet proposed to conquer the delay and hostility aroused by litigation.

No. 2 of a Series

Figure it out for yourself.

How many cans of Old Dutch Cleanser do *your* folks use up each month?

Is a cleansing soap less used in a clean home? Or a lawn mower less used on a well-kept lawn? Or shaving soap or an alarm clock less popular with successful men?

— *No*, of course they aren't. If anything, these things are used and used up oftener in Q. G. homes than elsewhere.

Lines of least resistance are good lines to follow in advertising. The line leading to pocketbooks is the line to results.

The Quality Group

ATLANTIC MONTHLY
HARPER'S MAGAZINE

REVIEW OF REVIEWS
SCRIBNER'S MAGAZINE

WORLD'S WORK

681 Fifth Ave.



New York



Finding a Market In Farm Kitchens

THERE'S no "pecking" at the farm table. Farmers and hired men bring their appetites in from the fields, and the kitchen stove runs on full schedule.

The Calumet Baking Powder Company saw this immense market and for sixteen years has advertised in farm papers. Steadily increasing sales justified its judgment.

This concern's farm paper campaign grew from small space in black and white to full pages in four colors. The business, starting in one small room, has grown until it now operates three immense factories.

Calumet distribution is nearly 100 per cent. Farm wives can buy this baking powder in the nation's largest stores or in the little store in the neighboring small town. Farm paper advertising has created a demand reaching to the remotest corners.

Calumet believes in the farm market. When the general tendency was to retrench, this concern increased its space and added more papers. The wisdom of this bold policy is shown by Calumet's present strong position in farm homes.

Farm papers feel gratified in being chosen to contribute to this success. They regard the Calumet record as a tribute to the agricultural press.

The same sales opportunity is open to other manufacturers of food products. Farmers buy more than 30 per cent of their food. The market, totaling millions of dollars, is open to those who will cultivate it.

Ask your agency or any farm paper publisher for facts about the buying habits of the farm housewife.

Agricultural Publishers Association

Victor F. Hayden, Executive Secretary
76 W. Monroe Street, Chicago

Complete coverage of the farm field and dominance of the seventy million population in the rural market

Many Industries to Reduce Size of Lines

ACCORDING to a report from the Division of Simplified Practice of the Department of Commerce, considerable progress is being made by manufacturing groups in reducing the number of varieties, sizes and types of manufactured commodities.

On July first the lumber industry put into effect a standardization of grades, sizes and nomenclature for soft woods. It is estimated that this reduction will amount to sixty per cent.

On the same date the number of varieties of metal lath were reduced from 125 to 24; hotel chinaware from 700 to 160 items; roofing slate from 21 thicknesses to 10; 60 sizes to 30; 17 descriptive terms were cut to 8. Blackboard slate was formerly available in 90 sizes for fixed wall blackboards, but was reduced to 3 sizes, and from 141 to 14 for portable boards.

On January first it is expected that many other industries will adopt drastic simplification programs. It is expected that manufacturers of brass lavatory and sink traps will reduce the number of varieties from 1,114 to 72. A 63 per cent reduction in steel barrels and drums will also go into effect.

Will Make Industrial Surveys

Other reductions include a simplification of 1,500 varieties of nuts and bolts for farm implements to 840; a reduction in varieties of hot water storage tanks from 120 to 14; in builders' hardware there is a promised reduction of 71 per cent in the number of recognized finishes and a decrease of 26 per cent in the 7,000 catalog items in this line.

Hospital authorities will begin, on January first, to make use of one standard length, width and height for hospital beds. At present there are 44 height variations, 33 length variations, and 24 widths to be found in hospital beds.

Initial surveys are now in progress for the following industries: Automotive parts, gas water heaters, steam boilers, copper boilers, hacksaw blades, screwdrivers, pocket knives, collapsible tubes, loaded shotgun shells, dental supplies, cotton fabric colors, wood handles for tools, and in some twenty other fields.

News Bulletins Keystone of Marmon Sales Contests

Generous Use of Illustrations and Sales Helps Prevents Interest From Lagging in Three Contests Put Over in Quick Succession

GIVE me the short snappy contest," says a veteran sales manager. "The long sales contest invariably 'sags in the middle.' It gradually dwindles away until perhaps the last week or so when some of the leaders make a half-hearted spurt."

"No sales manager worthy of the name is going to let a contest die on his hands," claims another sales manager whose experience with contests dates back many years. "The contest that 'sags in the middle' dies through lack of nourishment from the sales manager himself. We can't expect the salesmen to sustain interest in a long contest without a certain amount of encouragement."

Hit 'Em Hard

The Nordyke & Marmon Company considered both these viewpoints early in the year when they planned a series of contests designed to keep Marmon automobile salesmen on their toes during the spring and summer selling season. After a thorough analysis of their problem it was decided to stage three contests—the first to begin April first. It was called the "Hit 'Em Hard Contest."

For the purpose of the contest the country was divided into five divisions—the Atlantic Coast division, the Alleghany division, the Mid-West division, the Cotton Belt division and the Far West division. Twenty-three prizes aggregating \$1,475 were offered the sales force; in addition five traveling bags were offered as fourth prizes in the various division contests.

The contest was announced by way of a special weekly newspaper which was established for the length of the drive. This newspaper was called the "Wasp," and was liberally illustrated with photos and cartoons specially made to tie up with the spirit of the contest. It was eighteen by twenty-four inches in size and made up in newspaper

style with big running heads across the entire width of the paper. The usual issue consisted of but two pages, although at times contest news was so plentiful it was necessary to bring out four and eight page issues.

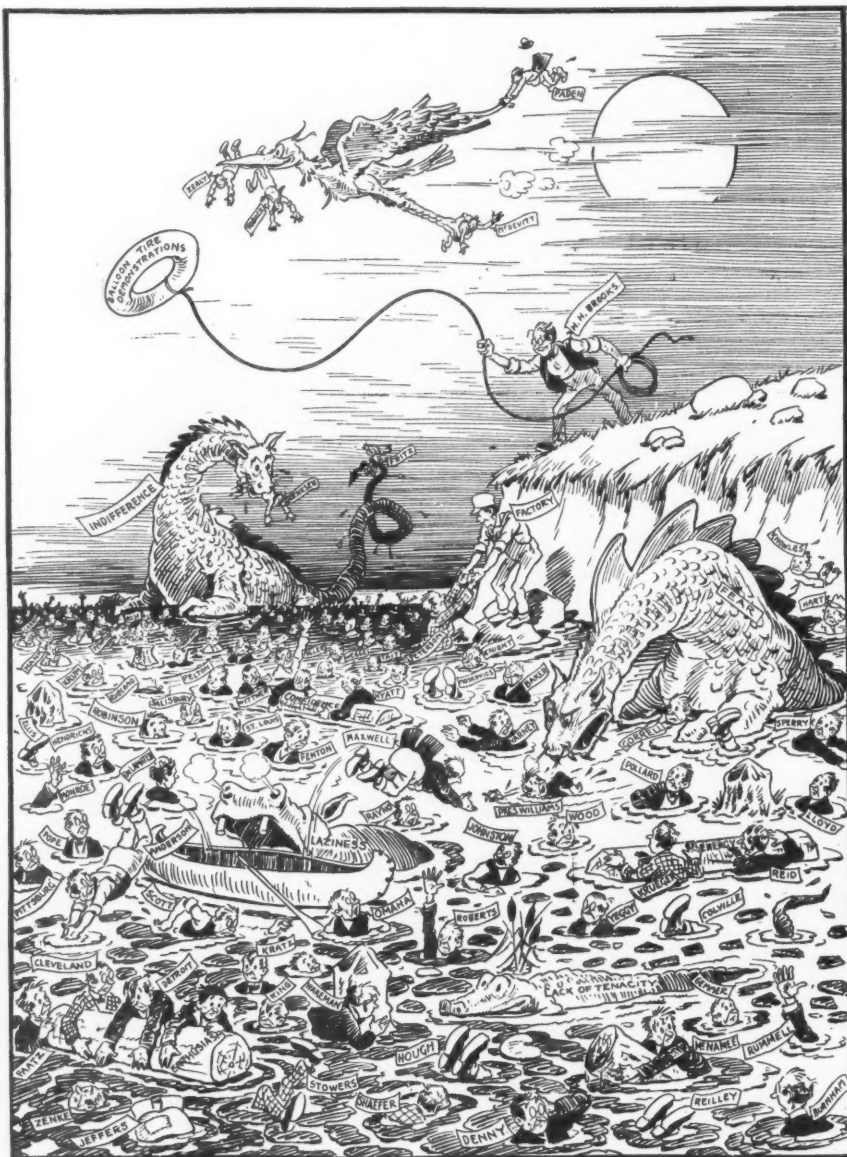
All cities were classified so that there would be an equal chance for every salesman. In one of the early issues of the "Wasp" a list of all cities was published so that each salesman could ascertain just how scores would be figured on his sales. In the largest cities 100 points were

allowed for each sale; in cities such as Baltimore 125 points were allowed for the same sale; cities the size of Columbus, Ohio, netted 175 points per sale, while the smaller cities such as Tulsa, Oklahoma, and Bloomington, Indiana, were given credit for 250 points for each sale.

In the same issue of the "Wasp" were printed the few simple rules of the contest together with an application blank for each salesman to sign as evidence of his entry into the contest. The blanks read: "Please enter my name in the 'Hit



This picture served to whet the appetites of salesmen for prize money



Salesmen were required to sell 300 points before they got out of the swamp. This suggests a good method for using every salesman's name in a cartoon

'Em Hard Marmon Salesmen's Contest.' I agree to abide by the rules and regulations laid down for the contest. I will send my photograph at once." A space to be signed by the salesman and the distributor was left at the bottom of the blank.

A schedule of extra points was also printed in this issue. These extra points were allowed for sales of special types of cars, and for sales to people who had never owned a Marmon in the past. Fifty extra points were allowed for straight sales in which there was no old car to be taken in on trade.

One of the main objectives of the "Hit 'Em Hard Contest" was to obtain twenty-five thousand demonstrations of Marmon cars equipped with balloon tires. Every salesman was requested to make a note of every balloon tire demonstration

and send a record of it to the factory.

The "Hit 'Em Hard Contest" closed May 17th, and before the final winners had been decided and announced, word that the second contest would start on May 26th was being sent out to the Marmon sales organization. The "Hit 'Em Hard" idea proved so successful it was decided to call the second contest the "Hit 'Em Again" Contest.

The same method of scoring points and the same division of territory was carried out in the second contest. It lasted until June 30th, and was conducted along the same lines as the first. Throughout this, as well as the first contest, the weekly newspaper with news of the progress of the various organizations was mailed to the home addresses of all salesmen. The contest news was liberally illustrated;

the reading matter was written in straight news style and consisted of write-ups of unusual sales, sales to well known people, facts about conditions, and gossip of the home office, headquarters and the factory. Interviews with the various officials of the company were printed from time to time.

The second contest prizes totaled \$2,000, divided substantially the same as in the first.

When the second contest was finished an entirely new idea was injected into the drive and a third contest started. This was called the "Hell 'n Maria," borrowing a famous phrase as a name and a slogan for the contest.

Out of the Slough

At the start of the contest an imaginary swamp was described, this swamp being infested with all manner of prehistoric animals—fearful to behold. The services of a cartoonist were liberally used in depicting the sales force wallowing about in this terrible swamp, endangered by these weird monsters which were labeled "Indifference," "Fear," "Laziness," "Timidity," etc. The salesmen were doomed to remain in the swamp until they had earned 300 points in the "Hell 'n Maria" contest. Each issue of the newspaper contained a huge cartoon showing the salesmen climbing out of the swamp on a big rock, which meant that they had obtained the 300 points and were no longer in danger from the ferocious beasts infesting the swamp. As the contest progressed new cartoons were made showing the ascent of the various salesmen out of the swamp.

Bulletins written in news style were liberally used in the weekly issues of the contest newspapers. One reads in part as follows:

"AT THE EDGE OF THE SWAMP, July 21. A general exodus from the Swamp by the strange beasts which have infested it since the beginning 'Hell 'n Maria' initiation, was in progress today as Marmon salesmen, imbued with the true Hell 'n Maria spirit—don't misunderstand us, brother, spirit, we said, not spirits—hit the high mark of sales aggressiveness and climbed out of the swamp. The retreat of the beasts from the swamp was in wild disorder as the Marmon sales army, qualifying for entrance into the Hell 'n Maria club, armed

Authoritative Demand by the Classes.

CONSUMER acceptance by the masses" is a familiar phrase. The great majority of the public trust the retailer's selective judgment. Their demands seldom get as far as the "want slips." They accept unquestioningly the saleswoman's statement "Here's something just as good."

But in every city there are certain leader-families whose patronage merchants are keen to get and at pains to keep. These families represent the "authoritative demand by the classes."

They trade at the best establishments. They buy the best goods. They know what they want, and they want what they want when they want it. Seldom does the skilled salesperson say to them, "Here's something just as good." She says, "We'll get it and send it up at once." After the customer has gone, the department head checks up the clerk to see what was wanted.

You may want both—the Consumer Acceptance of the Masses, and the Authoritative Demand of the Classes.

But—is it not wiser to direct your selling message to the type that not only carries important weight with the store "higher-ups" but is also emulated to a very considerable extent by the consumer acceptance masses?

NOW and again we have had occasion to check Vogue's subscription list against the charge customer list of leading stores in various cities. The percentage of duplication runs from 40% to nearly 100% every time. Note the following instances:

	Per cent. of duplication
John Wanamaker (NY)	44.5
Lord & Taylor (NY)	41.7
Sterling & Welch (Cleveland)	88.83
Higbie (Cleveland)	99.00
LaSalle Koch Co. (Toledo)	97.81
Thompson-Hudson Co. (Toledo)	70.21
N. B. Blackstone Co. (Los Angeles)	50.00

These percentages typify the Nast market and can be applied equally to House & Garden and Vanity Fair.

Is it not worth while to reach this authoritative demand market with your selling message through the media that can prove the exceptional responsiveness of its readers?

As a fair test let us run off the names of a Condé Nast market in any one of the 32 metropolitan cities which you may choose. Then submit this list to the leading metropolitan merchant for comparison with his most desirable charge accounts.

Any metropolitan buyer or merchandise manager will tell you that the Condé Nast market is composed of men and women exceptionally responsive to the type of advertisements which appear in the Condé Nast publications.

They will also tell you they rely upon these publications as a buying guide because it reflects what the authoritative class will most readily purchase.

These publications represent the most desirable market to whom to sell, and offer a powerful force with which to influence important metropolitan merchants.

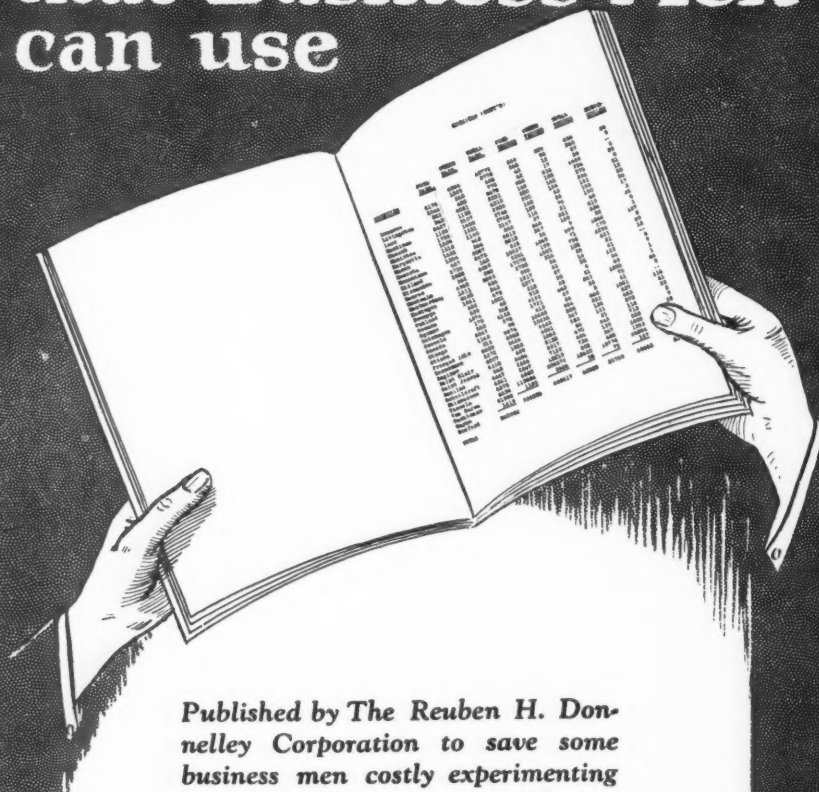
Will you let us prove the value of this market to you?

The Condé Nast Publications, Inc.

19 West 44th Street, New York City

Paris London Boston Chicago Los Angeles San Francisco Seattle

Automotive Statistics that Business Men can use



Published by The Reuben H. Donnelley Corporation to save some business men costly experimenting and show others greater profit possibilities in their present market.

Enables anyone to take a vital percentage factor into consideration when making test mailings — visualize the comparative prosperity of any region — and note the possible market for sales and service that apply only to certain make of tires and cars.

It's an automotive side light on the whole field of business. For prices and explanation of how these figures apply to your business, write our Nevada, Ia. office.

The
**Reuben H. Donnelley
Corporation**

CHICAGO

NEVADA, IA.

NEW YORK

themselves with clubs, rocks, mallets, hammers, and other instruments of prehistoric warfare and began the attack on the beasts."

Badges were distributed to all salesmen as fast as they climbed out of the swamp. When one salesman made enough points to climb out of the swamp he was permitted to turn over points from future sales to other salesmen in his organization to assist the organization in getting out.

"All these contests were successful from the sales point of view," said H. H. Brooks, sales manager of the Nordyke & Marmon Company in commenting upon the contests. "They accomplished their purpose of arousing the interest of all of the salesmen in the Marmon organization."

Any contest lasting from April through July would have to be bolstered up with a lot of special prizes and various stunts to maintain the salesman's interest; even with various side issues there would have been a grave danger of a serious let down in the morale of the salesmen. But by dividing the drive into three periods, or three different contests, giving each a catchy name, and giving the salesmen a breathing spell between each contest there was no lack of interest on the part of the salesmen.

A country-wide "Bring Home the Beech-Nut" contest, open to all salesmen, with \$500 in prizes for the accounts of the best sales made during the month of August, will be repeated this year, it was announced by a commission headed by Bartlett Arkell, president of the Beech-Nut Packing Company.

The contest is part of a general movement to stimulate sales through the summer months. Similar contests held in 1922 and 1923, brought thousands of entries.

The contest is open to salesmen in any line of business, except the men employed by the Beech-Nut Company itself. Salesmen who succeed in making a particularly difficult sale during August, 1924, must submit the story of the sale not later than September 15th to the president of the Beech-Nut Company.

The first prize is \$250; the second, \$100; the third, \$75; the fourth, \$50; and the fifth, \$25.

**THE
ERICKSON COMPANY**

Advertising

381 Fourth Avenue, New York



*If you want to know about our work,
watch the advertising of the following:*

BON AMI

CONGOLEUM RUGS

VALSPAR VARNISH

GRINNELL SPRINKLERS

WELLSWORTH PRODUCTS

McCUTCHEON LINENS

TAVANNES WATCHES

PETER SCHUYLER CIGARS

CONVERSE RUBBER SHOES

ANSCO CAMERAS AND FILM

COLUMBIA WINDOW SHADES

TARVIA

DUZ

WALLACE SILVER

HAVOLINE OIL

THE DICTAPHONE

BARRETT ROOFINGS

COOPER HEWITT WORK-LIGHT

L & G AGATE WARE

NEW-SKIN

What we've done for others we can do for you

Salesman's Data

What Users of 1924 Books Say

Buick Salesmen Like Data Books

"Our salesmen are very enthusiastic over your 1924 data books and we feel sure will equally look forward to the 1925 issue."—*Nebraska Buick Co.*

Just the Thing for a Banquet "Place Card"

"We have made a personal presentment of the data book to the salesmen for two consecutive years as a Christmas reminder. We find that it is now expected, not so much for the sentiment but for the value of the book itself. We do not believe that one of our boys would be without it."—*Hall Lithographing Co.*

Sales Manager Finds It Useful Too

"Nearly all of our salesmen are using the 1924 books to advantage. The writer's own copy hasn't any blank pages to date and very few blank spaces. It is his constant companion. We consult the data in it frequently."—*International Heater Co.*

Every One Being Used

"Our men appreciated the 1924 books very much and I have noticed every one of them are being used to good advantage. One division manager lost his book and asked for another one, and others have asked for them since the original Christmas order was distributed. They are very well gotten up."—*White Eagle Oil & Refining Company.*

A Dandy Convention Souvenir

"Our salesmen are using your 1924 data books and they were very keenly interested in them when passed out at our annual convention."—*George H. Eberhard Company.*

Jobber's Salesmen Like Them

"We like the salesman's data book very much and the salesmen all liked it. As to suggestions for improving it, I have none to offer."—*Stowe Supply Co.*

Likes Comparative Record Plan

"Our men use their data book very regularly and very intelligently. We entered in each book the salesman's figures for 1923, which the men have kept up faithfully. I don't believe there is one of the books out which is not carried in the pocket of its owner at all times."—*Imperial Candy Co.*

Like Them Better the Second Year

"Our men have been using your data books for the past two years and we have a number of very favorable reports from them."—*Baker Extract Co.*

Many Improvements—N

A section has been given over to consider and the most improved tactics to use in keeping tab of appointments and call-backs to the page. There is a space provided for policies and premiums; for entering detail on sales and keeping a personal budget. Another comparative record of sales by month for old features, as shown below, have, of course,

Why Dartnell Vest-Pocket Are Prized by

Things to Do Today A place for the salesman to keep track of appointments and call backs, arranged seven days to the page. This section is pen ruled and greatly improved in appearance.

Income Tax Records Five specially ruled pages provide a place to record business income by months; a record of securities and income from them; income from bank deposits and loans; income from real estate, rents, etc. Three pages for entering tax deductions allowed salesmen.

Table of Mark-ups and Discounts Various ready reference tables used by a salesman in his daily work, including a table for finding the selling price of an article; table of equivalent discounts; interest table; table showing yield of securities purchased at various prices; a chart in color which a salesman can use in explaining to a customer the advantages of handling fast moving stock, even though the margin is less.

Best Hotels for Salesmen in 250 Principal Cities Five hundred sales managers have cooperated in preparing this list of hotels. A salesman using these hotels will save his company from ten to twenty per cent. The revised 1924 United States government census estimates, and revised estimate of trading population is also given for each city.

PRICES Single copies and samples, \$1.00; \$10.00 in quantities on application. Printed in three colors. Molloy covers; vest-pocket size. Gold stamping on cover.

DARTNELL — 1801 Leland Avenue, C

Book for 1925

New Features Added

Considering the various types of buyers, to use in each case. The ruled pages for d call-backs have been arranged one week provided for keeping a record of insurance ring details of auto accidents, for formulat-get. Another important new feature is the month for 1924 and 1925. All the popular ave, of course, been retained and revised.

Pocket Data Books by Salesmen

Comparative Sales Record Space is provided so that a sales manager may if he so wishes enter in each salesman's book, before presenting it, a man's sales by months for 1924. The salesman then enters his 1925 figures in the opposite column each month. He can see all the time how much ahead or behind he is.

Daily Sales and Expense Record Twelve pages are assigned for a record by days and months of sales, income and expenses. This feature in last year's book proved most popular. The effect of this section on a man's sales, especially if he is recording goose eggs in the sales column, is remarkable. Sales and expenses are entered side by side.

Automobile Expense Record In answer to the demand for a convenient form for keeping auto expenses, such a page has been provided. There is also a page for auto accident data, to remind a salesman of information needed for filing claim and in case of court action.

Ten Ways to Test a Sale After a salesman has fallen down on a difficult sale, he likes to analyze it. These tests are pertinent questions, grouped together, which will help a salesman to turn to profit the mistakes of today. A useful diagram, showing the steps of a sale, in color, completes this section.

copies, \$1.00; \$10.50 a dozen; \$75.00 a hundred; larger on. Printed in three colors on strong bond paper; handsome stamping salesman's name in panel, 25 cents a book extra

and Avenue, Chicago - 19 West 44th Street, New York

What Users of 1924 Books Say

Good Enough to Steal

"Our salesmen like your data books so well that they came into my desk while I was away and 'swiped' three copies I had reserved for myself. Instead of sixty, the number of books I ordered last year, I shall want at least one hundred this year."—*The George H. Bowman Company.*

Yearly Feature With Paper Company

"Your 1924 Salesman's Data Book is so complete I don't see how it could be improved. We have made these books a yearly feature with our men, and feel sure that they are put to real use. We are satisfied the men appreciate them and use them constantly."—*The Alling & Cory Co.*

For Jotting Down Expenses

"About ninety per cent of our men use your data book to jot down their expenses, to be transferred later on to our special voucher and expense record. In this way they have a record of their expenses if needed. The book is very complete."—*P. A. Geier Company.*

The Sales Slogans Prove Effective

"We have found the 1924 books very helpful. I notice that every one of our men carries his all the time. It is not unusual to hear one of the boys quoting the little red selling slogan at the bottom of the pages. The book is full of good things."—*Trenton Potteries Co.*

Hoover Salesmen Find Them Useful

"We find our salesmen are making very good use of your Salesman's Data Books which we presented them at Christmas. We have no suggestions to offer for your 1925 book as we think your 1924 book covers everything."—*The Hoover Company.*

Salesmen Use Them Continuously

"All of our salesmen are very much pleased with their data books and I am going to have to keep them up from year to year. The men are using them continuously."—*B. Mifflin Hood Brick Company.*

Went Over Big As Xmas Token

"Your 1924 books are very complete. They were presented to our salesmen at Christmas time last year and seemed to go across big. So far as I know all our men are making good use of them."—*Art Metal Construction Co.*



Boys playing marbles were the inspiration for an idea that boosted sales of boys' overalls

Premium Plan Increases Sales Five Hundred Percent

Bag of Marbles Costing Less Than Two Cents
Puts Hundreds of Boys on the Sales Force

By Lee R. Fleming

Sales Manager, Fort Smith Garment Company, Fort Smith, Arkansas

A BAG of marbles, consisting of seven crockies and a glass agate taw put into a denim bag having a draw string top, sold five pairs of boys' overalls where only one pair had been sold before.

Such was the increase in sales of Flyer boys' overalls when the Fort Smith Garment Company of Fort Smith, Arkansas, adopted the plan of putting a bag of marbles in the hip pocket of each of the boy's overalls.

The plan was conceived upon an occasion when the sales manager of the company was making a drive across country with his family. They had driven into a small town; the wife had left the car and gone into one of the stores. While waiting in the car the sales manager noticed a crowd of small boys rushing across the street in front of the car yelling "Dubs" and "Van Dubs." A ring was marked on the ground, the boys reached into their pockets and brought out marbles. One little fellow, as he ran toward the ring, dug down in the hip pocket of his overall and produced an old muslin tobacco sack from which he poured his marbles.

As he continued his journey the

idea of boys and marbles was uppermost in the sales manager's mind. When he returned to the factory prices of marbles were obtained from importers and American manufacturers. The factory superintendent worked out a method whereby he could make the bags from scraps and small pieces of various cloths used in the manufacture of garments.

When the plan was completed it was found that a bag with a draw string top could be manufactured, and seven crockie marbles and a glass agate taw provided for nineteen cents a dozen bags, or a trifle more than one and one-half cents a pair of overalls.

The sales manager also being the advertising manager, there was perfect cooperation from that department. Advertisements were prepared and scheduled in newspapers, farm papers and women's magazines. Road signs were designed announcing, "A Bag of Marbles Free in Flyer Jr. Overalls." Attractive four-color counter or window cards were made up. Salesmen placed these and a set was included in each shipment. A kraft paper sign in imitation hand letter-

ing was also sent. This sign announced, "Just Received Shipment of Flyer Boys' Overalls; Bag of Marbles Free With Every Pair." This sign had gummed edges ready for posting in the windows.

The salesmen put up signs along roads and in towns, especially near school houses. These signs, with the publication advertising, began to get immediate results and sales of Flyer boys' overalls took a quick jump. Merchants began writing to ask about overalls with the marbles for which they were having calls.

The selling price was not increased, as the added production absorbed the cost of the marbles and the increased advertising, and left a better than usual margin of profit on the boys' garments. The merchants took to the idea readily as they were getting an overall at a regular price and the premium was a selling help they welcomed at a time when business was not brisk.

Boys Join Sales Force

It was discovered that the premium had the effect of putting practically every boy in the community on the sales force.

It had been learned in the past by the Fort Smith Garment Company that lack of distribution lost many sales their advertising had created. For instance, the company's advertising would sell a man in some town on its overalls to the extent that he would go into the store and ask for the garment by name. Nine times out of ten if the dealer did not have this brand he would sell a competitive brand, the advertiser losing at least that much of his effort.

The result was entirely different on the boys' garment. The boy went into the store and asked for the overall by name. If the dealer did not have the brand it was ninety-nine to one that he lost the sale. The overall must have the bag of marbles or the boy would not buy.

It is said the average production of boys' overalls compared to production of men's overalls in factories all over the country is seventy-five dozen boys' to one hundred dozen men's. Such was the production of the Fort Smith Garment Company before adopting the marble plan. Now that ratio is three hundred and sixty dozen boys' to one hundred dozen men's. Sales of men's overalls show no decrease.

GOOD HOUSEKEEPING & STRATEGIC MARKETING

"IT IS safe to say that all advertisements, like all stories, are interesting to one of two people—to the writer or to the reader. The big trouble is, that much advertising is interesting only to the writer. It does little but reflect his anxiety to sell: to sell his merchandise or his service or his ideas."—Robert R. Updegraff



No. 10 [If you have not seen numbers 1 to 9, we will gladly send them.]



On behalf of all magazines we would like to quote Advertising Technique: "A closing date should be respected the same as a business man respects an appointment. Your advertising material must be handled by the publisher's organization, comprising many diversified departments—each compelled to co-ordinate its separate responsibilities so that all function collectively as a smooth-running unit."

"A rushed advertisement is a crushed piece of publicity right at the start. Let us all strive in the interest of advertising to complete and forward all material by closing dates."

—GH—

The question of who will share in the profits of the \$500,000,000 that Good Housekeeping readers spend annually for clothing greatly depends on the foresight of manufacturers to advertise to this vast and responsive market.

—GH—

Hardware

With the exception of heavy and builder's hardware, the majority of lines carried in the hardware trade are purchased by individual consumers. These consumer customers are made up equally of men and women buyers. Recent observations of consumer buying habits have shown that in all but a few cases most of the things purchased in retail hardware stores are asked for as commodities rather than by the maker's name.

Manufacturers distributing and selling through hardware channels should keep these facts in mind. By better packaging and more distinctive treatment of their product, they may capitalize on the buying habits already formed by the consumers when purchasing merchandise in other lines.

Knowledge of conditions such as these make marketing questions simpler. The Marketing Division of Good Housekeeping will be glad to confer with you on your problems.

The Good Housekeeping circulation statement for 1924 is now ready for distribution. Any advertiser who has run against the problem of obtaining proper coverage of the home market will find a solution here. We will gladly send the book to executives requesting it.

—GH—

The gradual lowering cost of electricity opens the way to greater consumption without any overtax to the home budget. An opportune time to reach the home with advertising of electrical fixtures and appliances.

—GH—

Woman's vocabulary is computed to be 400 words. Proving that the simple, everyday language is most understood, while flowery words and superlatives are generally accepted as a means of filling space which could not be used otherwise because the advertiser evidently lacked sufficient good points about his product.

—GH—

We consider it a great distinction to offer our readers a serial by "Elizabeth," who won much praise and affection by her stories "Elizabeth and Her German Garden" and "The Enchanted April." The title of the serial is "Lote." This is the first of her novels to appear serially in a magazine. Begin it in September Good Housekeeping.

—GH—



During the first 4 months of 1924, more shoes were made for the woman purchaser than for any other retail market in America. From the Department of Commerce we have the following: "Out of 110,114,591 pairs, 32.9% were made for women, 12.1% for misses and children, 5.9% for boys and youths, 8% for infants and 6.3% for housewives." This totals 65.2% almost all of which was bought by the woman.

—GH—

An Elizabeth, N. J. merchant is featuring electrical appliances whose guaranteed advertising appears in Good Housekeeping. This is but another instance of the value dealers place in the selling influence of Good Housekeeping.

The chart below shows the lead that Good Housekeeping holds in total accounts, computed from the first 6 months of 1924. 85 more advertisers selected Good Housekeeping than were found in the next nearest magazine, whose circulation is double that of Good Housekeeping. Could we offer a stronger proof of the value advertisers have in the selling influence of Good Housekeeping?

Magazine	Total Accounts
GH	546
2	461
3	421
4	372
5	327
6	239

—GH—

Little Willie's idea that toast is "cooked over the fire and scraped over the sink" has been gratefully changed. With the convenient electric toaster, the housewife has little difficulty in getting the "golden brown" on the toast. And many other duties about the home she can do with less effort, thanks to all combined who have aided in placing labor-saving devices in the home.

—GH—

Why not trade mark lighting fixtures also?

—GH—



On page 3 of this series, we quoted a letter from the Fuller Brush Company who have been using Good Housekeeping ever since they began magazine advertising. In fact, Good Housekeeping was the first publication used. That was in 1914, when they spent \$3,000 for advertising, according to Advertising and Selling Fortnightly. Of this \$3,000, Good Housekeeping received \$2,094, and although several other publications have since been placed on the schedule, Good Housekeeping has always held an appreciable position.

This page, appearing now and then, is published by Good Housekeeping in the interests of better advertising and marketing. Address, 119 W. 40th St., N. Y.



100,000 retail outlets



**Dealer interest
becomes
dealer influence
when the dealer owns
the magazine he reads**

**More than 100,000 *identified*
dealers read and own
The Elks Magazine**

for example:—

12,000 Auto Dealers	9,000 Furniture Dealers
3,000 Shoe “	6,000 Jewelry “
3,500 H'dware“	6,000 Drug “
2,000 Piano “	5,000 Haberdashery “
1,500 Tobacco“	1,200 Lumber “
55,000 General Merchants	

The Elks
Magazine

850,000 *I-d-e-n-t-i-f-i-e-d* Subscribers

50 East 42nd Street

New York City

Britt Thinks Business Improving in Europe

After a three months' trip to Europe, L. V. Britt, general sales manager of the Burroughs Adding Machine Company, expressed the opinion that general business conditions in Western Europe were much improved and that there are splendid opportunities for American manufacturers who want to enter the European market.

"Europe has settled down to her task of reconstruction and readjustment in a business-like manner that is very encouraging," Mr. Britt stated. "And already the buying power of most of Western Europe has improved considerably, which means a great deal to America.

"It is very stimulating to note the keen interest, nearly everywhere, in American products, particularly in American labor saving devices and machinery. That interest, plus the steady improvement in economic conditions and the increased buying power of most of the countries, convinced me that America can expect a steadily increasing export business.

Must Learn Europe's Methods

"But American manufacturers who go into the European market must be willing, and able, to do business the European way. They must adapt their selling methods to those of the European business man. They must pay more attention to the customs, traditions and conventions of Europe and they must adapt themselves to circumstances and conditions as they exist.

"The allied conference on the loan to Germany was the subject of a good deal of talk. It was rather freely predicted the conference would solve the more serious economic problems of Europe. A solution of those problems will have a decidedly favorable effect on business conditions here at home.

"The convention of the Associated Advertising Clubs of the World, held in London, was expected to accomplish a good deal in bringing the nations together in closer business harmony. I attended the opening session and felt that the convention was to be productive of a great deal of international good-will."

EARLY ERA OF PROSPERITY PREDICTED

NEW YORK, July 21.—(By National News Service)—Special sentiment was improved by encouraging tone of the end business reviews and the wide predictions of an early recovery of business and industry.

HOGS ADVANCE TO \$8.20; HIGH FOR SEASON

A small supply of 8,000 hogs a good active demand raised market 10c more and brought top for the best heavy at new high limit for the season of the good hogs of all weights at \$7.85@8.15 with the market at \$8.15. The market is higher than a week ago.

GRAINS AGAIN SHOOT UP AT END

BY THOMAS TEMPLE HOVINE
After dragging lower early wheat and corn advanced firmness late in the season and at the futures exchange July corn closed with great strength at near the futures exchange for the day. Rye was up one cent. At Liverpool wheat advanced the wheat market in Canada was active and prices were higher.

ARTICLES REPRODUCED FROM A RECENT ISSUE OF THE EVENING AMERICAN

Let's Go!



Time was when a "Presidential Year" meant the freezing up of business. The tracks of progress were blocked. There was a lot of talk about "proceeding with care" and "viewing with alarm."

But no longer does the "Presidential Year Goblin" stalk through the land.

The financial and market pages of the newspaper are a barometer that reflects clearly and accurately the trend of business. Above are reproduced articles from a recent issue of the Evening American. They prove conclusively that the country is fundamentally sound and that the tendency is upward.

Farmers and country banks are in good shape, due to the recent upturn in grain values. The implement business is showing considerable improvement. General business is better.

Here in Chicago bank deposits continue to climb. A \$1,300,000 program of construction work was okehed at the June election.

Anyone who takes these factors into consideration either nationally or locally will realize that 1924 cannot help being a good year.

It just works out that way.

There's business aplenty to be had in the great Chicago market and the manufacturers and retailers are going after it intelligently and aggressively. They are using more space in the Evening American than ever before as proven by the fact that during the first six months of 1924 the Evening American gained more *total display advertising* and more *local display advertising* than all the other Chicago daily papers combined.

Business with and in the Evening American is good.

CHICAGO EVENING AMERICAN

a good newspaper

TELL IT TO SWEENEY!

—and tap human nature



Skeezix

CLOSE by where Broadway begins, is the office of a mild little middle-aged man who is one of New York's least known millionaires. Senior head of a huge brokerage house, he sits for five hours a day manoeuvring with some millions of dollars, making money for other people and himself. He lives out in the suburbs; belongs to a score of expensive clubs; and supports anonymously a dozen scholarships that keep young men in college. His wife's monthly allowance is more than the annual income of most New York families. At one time he seriously considered building a winter home down in Miami because his small son caught colds so easily.

By every conceivable material standard, this man is a Stuyvesant—affluent and getting more so.

But he isn't. He smokes cigarettes that cost less than Fatimas. He wouldn't stir for a polo match, but he will motor twenty miles to the Polo Grounds on a scorching midsummer Sunday to see a ball game. Opera makes him restless, but he will sit still all evening listening to a barber shop baritone sing old Irish songs. His original ambition in life was to be a fireman. And he has had a standing five-dollar bet with an elevator man in his office building that Mrs. Blossom is not the mother of Skeezix.

Skeezix, it might here be explained, is the baby character of a comic strip called "Gasoline Alley" which runs every day in the NEW YORK NEWS.

* * *

THERE is another middle-aged millionaire in this town whose family is known all over the world. Besides engaging in his own business, he is also an indefatigable worker, director and committeeman in various civic, philanthropic and social organizations in New York. But time after time when our staff cameramen cover the activities of these many organizations, whether the place is the top deck of the Berengaria in the rain or a parlor in the Plaza, this man somehow finds his way into the focus and appears in the film among those reading

from left to right. His photographic frequency in THE NEWS is eclipsed only by the President of these United States, Mayor Hylan, and possibly a few of the better known movie stars. . . . We have it on good authority, as the Washington staff men say, that he is one of our most constant Constant Readers.

* * *

IT IS extremely illogical—from an advertising standpoint—for such men to act that way. There are scores of exclusive publications which presumably should claim their interests, and in which the advertiser supposedly should have positive contact with their suggestion nerve centers. And yet, dawgonnit, they will read a mass paper like THE NEWS along with 800,000 other more or less common people—the Sweeneys—who buy it every day. The moral seems to be that millionaires like the tabloid size, the larger text, the brief presentation of news, the news pictures, the comic strips and human interest features of THE NEWS as well as other lesser people—and are inclined to pick their newspaper according to their likes rather than their incomes.

This inconsiderate inconsistency on the part of the moneyed classes is so extreme that in the Gold and Purple districts of Manhattan, where family expenditures average from \$7,500 to beyond \$12,000 a year, THE NEWS has just as many readers per thousand population as it has in many districts where some Sweeneys average less than fifty per. (The figures are available. Write for them.)

* * *

TELL It to Sweeney—the average man, the average woman, the average family—and tap the basic levels of human nature which respond alike in peoples of all incomes and all classes. Tell It in THE NEWS, a really great medium, which is bought by almost half of all the morning newspaper buyers in New York City; which presents every advertising message more effectively on the small size page—at lowest cost. Get the facts!

TELL IT TO SWEENEY has been issued in folder form. The series is sent on request. Write on your business letterhead.

THE NEWS

New York's Picture Newspaper

25 PARK PLACE, NEW YORK
7 S. DEARBORN ST., CHICAGO

The Largest DAILY Circulation **824,351** copies net paid in America — June average each weekday

A Dealer Tells Why Some Advertisers Are "In Dutch" with Him

Is This Chicago Druggist Just Another Crank, or Are His Ideas Based on Sound Merchandising Principles?

By G. T. Kernahan

Proprietor, W-K Pharmacy, Chicago

I AM only a retailer, and perhaps I don't "belong" in a publication which is edited for "Those who market through national sales organizations." Your readers market at me, to me, and through me, but very seldom do they ask for my advice. However, one of them was thoughtful enough to show me the article in your July number and ask for my comments on the article, "Why National Advertisers Are 'In Dutch' With Some Retailers."

Of course I had some very definite opinions, which seemed to impress him, and he asked me if I wouldn't put them down on paper and send them to you. So here they are.

I say that I know these arguments, for haven't I listened patiently to the selling orations of thousands of salesmen during the last seven years?

The Dealers' Viewpoint

Now my opinion is this: that manufacturers and their advertising agencies and the publishers emit a lot of BUNK about what advertising will do for the retailer, but that we are almost as bright as they are, and we come right back at them with more of the same. Any retailer in his right senses wants to sell at the lowest possible expense, and he knows that it is easy to sell things that his customers know something about. Products such as Eversharp pencils, Ingersoll watches, Gillette razors—just to mention three that are right under my eyes as I write this—are a cinch to sell. There is an established reputation back of them. They started advertising a long time ago, and they have kept at it ever since. They are in a different class from the "Bluff the Dealer" type. You know the kind I mean. He talks big about ads in this and that magazine that is bought by so many people, and those people pass it along to the family, the in-laws, and

the neighbors, making a grand net total of all the people in the United States and Jugo-Slavia. It used to be a cinch to bluff the dealer that way—I did it myself until the game got hard. This is the way I would dope it out for my prospects: show him a list of magazines and newspapers having a total circulation of four million—but of course each copy of the magazine was read by five people, so the real audience was twenty million. Six insertions—

A VISIT to this druggist's store revealed a sale of soaps in progress. Dozens of "off" brands of soaps, many originally intended to sell at 25c a bar, were on sale at three bars for twenty-five cents. "It was necessary to sacrifice these brands to get them out of the way and get back part of our money," said Mr. Kernahan. Before this sale there were more than sixty brands of soap carried in stock. The sale reduced the number of brands by nearly two dozen. The remaining forty odd brands are not all rapid sellers, but must be carried in stock because of demand created by spasmodic advertising, or must be purchased in order to obtain quantity prices on other brands that are rapid sellers.

120,000,000 people. Great stuff! Every man, woman and child in this community is a prospect—every one of them will see this ad and want to buy my product—just you cash-in (gosh! how I loved that term—I made the tinkle of the cash register more musical than the chimes of Rheims Cathedral) by connecting up your store and the sales of my product alone will pay your rent.

Now here's a thing I can't understand. Not all of the retailers of the country are boobs by any means, and most of them are too wise to get stung again, and yet I hear my old copy-book-of-advertis-

ing maxims thrown at me every day. These salesmen oversell advertising. They make us mad by intimating that we retailers are only hoppers through whom they pour merchandise from the factories to the homes. And there they are mistaken. I am a better salesman than ten "Saturday Evening Posts"—that is, I am here in my own community. Not ten customers out of a hundred are so thoroughly sold by the advertising that I can't switch him or her if I want to. Why do manufacturers still talk so much about consumer DEMAND? "There ain't no sech animal." Do you and your readers go into a store and fight to get an advertised brand? Do you pay no attention to the advice of a retailer you know? If he says that his experience with such and such an article is that it doesn't stand up, or that it is too high-priced, do you always ignore that advice? I mention these things because of what I said about BUNK.

Big Frogs in Little Ponds

Many dealers say that they don't want to handle advertised brands, don't believe in national advertising—whereas what they are really thinking is altogether different. They do believe in advertising, they want all the help they can get in moving their stock, but their feelings have been hurt by the attitude taken by the advertising manufacturers. Many retailers are retailers because they want to be—because they would much rather have a comfortable business of their own in a small city where they know all their neighbors and can be a somebody, than to be a small frog in some hundred million dollar corporation, even if that corporation's name is a part of the national language in fifty-seven countries. And feeling that way about it, that they are just as intelligent as nine-tenths of the manufacturers'



SALESMANSHIP AND SALES PSYCHOLOGY

CAN YOU OVERCOME SALES BARRIERS?

The Creative Salesman organizes his day, gets past barriers and secures interviews, anticipates the "not interested", "too busy to see you now", "can't afford it" and other similar inhibitions and objections, creates scientifically the "psychological moment", utilizes short cuts in closing, avoids unnecessary call backs; and he can eliminate fear, timidity, self consciousness and worry, CAN YOU?

BE A CREATIVE SALESMAN

Application of the principles embodied in the Course and Advisory Service in Salesmanship and Sales Psychology of the Shirley Parker Institute is constantly building forceful, confident and Creative Salesmen who have the ability to produce quality and quantity business. Theory has no place in this Course and Service. It was planned and prepared by practical salesmen and sales executives who have outstanding national sales records.

HOW OTHERS ARE SUCCEEDING

"Insuring Sales Success" is a booklet containing an interesting outline of the reorganized sales activities of thousands of salesmen and sales organizations. It is yours for the asking. Mail the coupon below.

SALES EXECUTIVES: Write for dates when Shirley Parker and Staff will be in your city for Lecture Activities and Sales Conferences.

**Shirley Parker
Institute**

681 Market St.
San Francisco,
California

Send me your FREE Book,
"INSURING SALES SUCCESS"

Name.....

Street Address.....

City.....

Position.....

representatives who call on them, and the men sitting in swivel chairs who send these representatives out, they object to a holier-than-thou and you're-only-a-hopper attitude. Their blood boils when they see manufacturers' advertisements that say:

At All Good Dealers

"Damn it," they say, "I'm a good dealer, but I don't have to prove it by stocking this merchandise. My customers, who have been doing business with me for a much longer time than they have known of this manufacturer—these customers know that I'm a good dealer—they're a lot more sure of it than they are that this fellow is a good manufacturer." So much for that reason why so many retailers are sort of soured on advertised goods.

Now here's another, even more important.

Manufacturers are the parents of too many children.

Too Many Products

There ought to be a "Voluntary League for the Elimination of Bastard Products" and every manufacturer ought to belong to it and obey its precepts. Here is a manufacturer of, let us say, soap. He makes a good soap in, we'll say, two convenient sizes. He advertises it well. He sells a lot of it. Consumers don't demand it from the retailers, but they do accept it without question when the retailer hands it out. Everyone is happy—the manufacturer and the retailer are both making money on it, and the users are getting satisfaction.

But here comes a second soap manufacturer. Some chemist thinks up another formula, or an advertising agent designs a new kind of package. Somehow it's different, although no better, than the first soap. This second manufacturer advertises. He, too, is successful. Let's say that two or three other manufacturers do the same thing. Now let's see what happens. Are we, the retailers, making any more money? We are carrying larger stocks, doing business with more people, splitting up our energy instead of concentrating it. Does this advertising that the manufacturers are doing make any individual consumer buy more soap than he or she otherwise would? I say that the answer is "No." So, since we

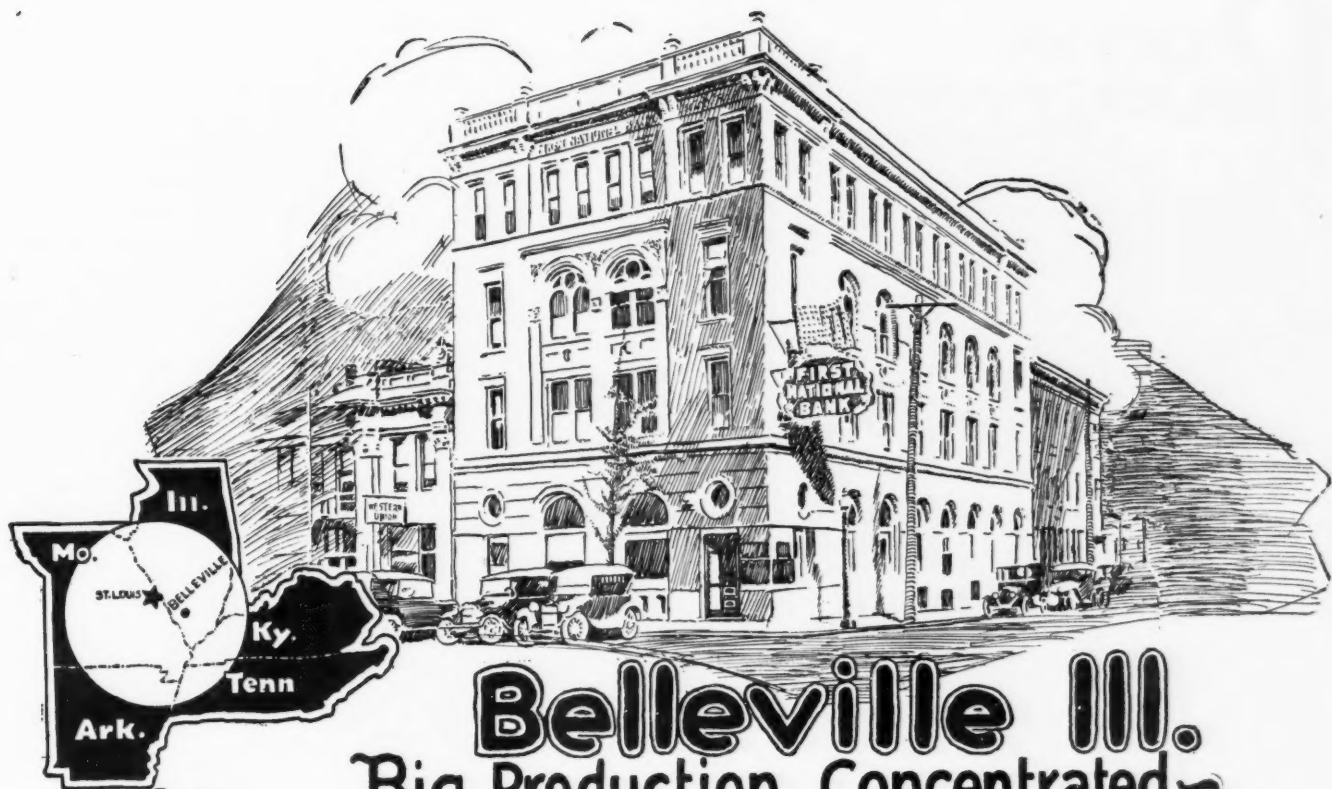
don't sell any more soap, are we benefiting from this advertising? I won't give my answer—you can say "Yes" if you care to. But you haven't heard the half of it.

When the second manufacturer gets out the new soap and makes a go of it, what does the first one do? Nine cases out of ten he reasons thus: now I have a big plant, and all the machinery necessary to turn out seventeen dozen different kinds of soap. My chemists can duplicate this other soap, and although it's no better than the kind I'm making now, there seems to be a call for it—so we'll go ahead and add it to the line.

And he does—he adds that one, and several other kinds, to compete with those of the third and fourth and fifth manufacturers. Then his salesmen go out to call on us—the boob retailers. We sell a lot of their big brand, we'll call it the "Imperial." We need it in our stocks because it sells so easily—it would take a lot of time and energy to switch people, even if we could on such a small item. The salesman calls—we take an inventory of our shelves and decide that we want three gross. We tell the salesman that, and he comes back at us in this way:

Forcing the Sale

"All right. That's fine. Three gross it is. But you know, Mr. Jones, our Imperial brand is in such demand that we have to ration out our supplies of it—can't give too much to any one dealer. We have to show preference to those dealers who are our best customers, and who cooperate with us by stocking all of our lines. Now here's a soap that we call the Royal, which is a particular favorite among red-headed people. I see a lot of them in this town. The Royal will sell well here. And here's the Majesty brand. Bachelors buy a lot of it—and on the way over here I stopped at the city clerk's office and got the statistics about bachelors—did you ever stop to think that there are more than four thousand of them here? The Majesty is going to be one of your very best sellers. And here's the Prince of Wales brand—an exact replica, both as to looks and perfume, of the soap the Prince uses each morning in Windsor Castle. Every young flapper in town will want it."



The 49th State

—Add this new commonwealth to your map. It's a circle—radius 150 miles.

Call it "Globe-Democrat Influence." The capital is St. Louis.

The population exceeds 4¼ millions. The wealth is based on a wider variety of natural resources and industry than any other state can show.

The Globe-Democrat serves the entire 49th state. No other single newspaper even claims such coverage.

St. Louis
the City with
\$87,000,000
to spend on
Municipal
Improvements

Belleville Ill. Big Production Concentrated

Here, fourteen miles from St. Louis, is one of the wealthiest cities (per capita) in Illinois. . . One of the nation's largest stove manufacturing centers. . . . Hub of a 6,000,000-ton coal area. . . Home of world's largest stencil-making plant. . . A producer of shoes, hosiery and more than 70 other different articles. . . Nation's principal air port for balloon and airship division of the War Department.

There are 24,823 people here, . . . within a few minutes' ride of St. Louis. Their bank deposits total \$10,499,183. They buy in St. Louis and at these stores in Belleville:

89 Grocery Stores	13 Drug Stores
41 Auto Dealers and Garages	
15 Building Material Dealers	10 Jewelers
6 Dry Goods Stores	18 Shoe Stores
8 Hardware Stores	9 Men's Furnishing Stores
8 Furniture Stores	2 Stationers
21 Confectioneries	

Belleville's representative people read the Globe-Democrat. It is a buying guide for them. . . Here is your opportunity to influence their buying habits.

Globe-Democrat

St. Louis' Largest Daily

We could not be satisfied
unless we gave St. Louis
her BEST Newspaper.

PENTON PUBLICATIONS



IRON TRADE REVIEW

Iron, Steel, Metalworking. Established 1883. Published weekly.

THE FOUNDRY

Foundry practice in all its phases. Established 1892. Published semi-monthly.

DAILY METAL TRADE

Spot news of Iron, Steel and Metal Markets. Established 1909. Daily, except Monday.

MARINE REVIEW

An International Marine publication covering shipbuilding, transportation, operating. Established 1870. Published monthly.

ABRASIVE INDUSTRY

The only publication devoted exclusively to the art of grinding. Established 1920. Published monthly.

POWER BOATING

Devoted to pleasure boats and power work boats. Established 1905. Published monthly.



Penton on the masthead of a publication is a guarantee to the advertiser of editorial aggressiveness, high reader-interest and sound circulation-getting methods.

The Penton Six—shown above—are good advertising mediums because they are worth reading every issue. You can't blanket any of the fields represented without them.

**The Penton Publishing
COMPANY**
Penton Building
CLEVELAND OHIO

Member A. B. C. and A. B. P.

And so on through his ill-begotten "family." At the end he lets me know how I can get the three gross of Imperial which I really need—by buying ten dozen of the Royal and six dozen each of the Majesty, the Prince of Wales, and several other weak-sister brands.

I'm not exaggerating. That stunt is pulled every day by more than one salesman who represents a house that makes one big-selling product. The technique differs, of course, but the net result is this: in order to get what I want I buy a lot of junk I don't really want.

And the result? Just this: I soon accumulate a lot of slow-moving items. My capital is tied up on them, they are eating their heads off with overhead. That salesman doesn't sell me any more of them, and I try to figure out ways and means of replacing his Imperial brand with something else. Because I am sore at him and his house, and since he happens to be an advertiser I say that I am against national advertising.

But I'm not against advertising—not really. Deep down in my heart I believe in it, but I see where advertising is misused, where it is expected to perform the impossible, and of course fails. I—and when I

say I—I am speaking for thousands, can't go into all these details with every salesman who calls, and so I generalize and just say "I don't believe in national advertising."

Usually I don't go in for betting—but when I know of a sure-thing—well, that's different. And I think I know of a sure thing now. It is this: I'm willing to mortgage my home and my store and my stock of goods, worth all told more than a hundred thousand, on this: that there wouldn't be the present antagonism against advertised goods and their manufacturers if the latter would simplify their lines, make fewer articles (not make anything unless they're reasonably sure that it is readily salable), cut out the "Bluff-the-Dealer" kind of advertising, and allow retailers to buy only when, as, and if wanted.

And then I would go out and borrow some more money to put up on this kind of a bet—that most manufacturers are not making any money themselves on these weak-sister brands, and that they too would make more by cutting them out—make more directly through being able to concentrate on their real profit payers, and indirectly through decreasing friction with the men behind the counters.

Sales Convention Held on Train During Long Trip

To celebrate the fortieth anniversary of the founding of the Townley Metal & Hardware Company, Kansas City, the company sent thirty picked men from the sales force on a 2,100 mile educational trip to various industrial centers. The itinerary included St. Louis, Peoria, Chilli-cothe, Joliet, Chicago, Toledo, Detroit, Elyria, Mansfield, Cincinnati, Indianapolis, and Kokomo.

In expressing the purpose of the trip the company said, "As wholesalers our organization simply stands as a connecting link between the manufacturer and the retail distributor. Our salesmen are our manufacturers' messengers and it is our desire to make them as efficient as possible. Therefore, in asking our salesmen to carry to the retailers the story of the manufactured goods in the many lines we handle, and to give the retail clerks the sell-

ing information that will make it possible for them to present hardware more intelligently to the consumer, we are making our salesmen acquainted with manufacturing methods."

The tour was held under the direction of John M. Townley, vice-president, and Erb Kreider, secretary and sales manager. The party traveled in its own private car.

A sales contest in which the prize winner ran up a score of 743 per cent of quota, was held recently by the Burroughs Adding Machine Company. The winner was G. E. Leslie, salesman in the Newark, N. J., agency, and the first prize captured by him was \$1,500. The runner-up was C. H. W. Read of Miami, Florida, who made 401 per cent of quota.



"Our common dream is for a home of our own making with a 'vine over the door and a fig tree at its side'."—EDITOR

BETTER HOMES AND GARDENS

Home-makers are the best citizens. And the most substantial home-makers are those who live in houses. Their lawns and gardens give them a quality of interest and pride found nowhere else. 425,000 of these substantial home-makers have selected Better Homes and Gardens. Have you?

E. T. MEREDITH
Des Moines, Iowa



What Happened To Private Brands When the Slump Came

Another Rebuttal to the Article in the July Issue
In Which Detroit Merchants Attack Advertised Brands

By Roy B. Simpson

THIS may be accepted by some of your readers as a controversial reply to the article on advertised merchandise which appeared in *SALES MANAGEMENT* for July. In a sense it is, because it points out some of the weak links in the chain which is supposed to bind manufacturer and dealer together. A good way to make a start is to ask two very pertinent questions as a basis for my argument.

Why is it that the great majority of retail merchants lose business during periods of depression such as we have experienced during the last three months and a few other retailers go right ahead making money?

Where Retail Buyers Err

Why do a few manufacturers keep their plants busy and their men on the road despite the fact that their competitors lay off salesmen and run their plants on a reduced schedule or shut down altogether.

The answer to the first question is — "Too much whimsicality." Every good merchant thinks a lot of his individuality or personality. He likes to give advice, but doesn't like to take it. He is "exclusive." He knows what his customers want and, by heck, he isn't going to let any manufacturer tell him how to run his business. Every slump proves that a merchant can carry the personality stuff too far.

Let us illustrate: A well known department store which does a business of twenty million dollars a year is strong on featuring merchandise bearing its own label. It carries advertised lines of paints, hardware, aluminum goods, one brand of shoes, one of shirts, and one of men's ready-to-wear clothes, besides a few lesser lines, but its big volume of business is done on its own brands.

When the present slump struck

us last April the business of this store began to fall off. Its usual clearance sales were started four to six weeks earlier than usual. Staple merchandise was cut and slashed and advertised in spreads of four to six pages in the Sunday papers, but the expected mobs did not come. We visited this store three Mondays in succession at ten in the morning and there were not fifty customers on the main floor.

The departments which handle the advertised lines did a good business. In the men's department prices were cut on the store's own lines, but the price on the high-grade, nationally advertised clothing was strictly maintained and a profitable business was done on this line.

An exclusive store for men only a block away also handled this same line of men's clothes, but with its own label in them instead of the maker's. This exclusive store was obliged to cut its prices to make sales, yet the department store did the largest business, at regular prices, on the maker's label and reputation.

When Private Brands Suffer

In the exclusive store for men we found general conditions the same as in the department store. Prices on merchandise bearing its own label were slashed before any reduction was made on the nationally advertised lines. These lines were not reduced until the usual time for the summer clearance sale, and even then the mark down was only about half the reduction on the store's own lines.

We find a similar condition in the metropolitan shoe stores and in a multitude of general stores in the smaller cities and towns. These merchants like to buy goods as they want them. They like to feel that they are different from the other fellow. They buy clothing from a

manufacturer who will change his models to suit their whims. They don't want the co-operation of the manufacturer and they care nothing for the added value of the manufacturer's name, trade mark or advertising.

Then when General Consumer relaxes a bit to enjoy another Thrift Symphony these "exclusive" merchants wonder what has struck them. General Consumer continues to buy a certain amount of merchandise but he sticks to lines of known value and he buys them from a dealer who gives him what he wants. This class of dealer is the small minority who never worry about hard times.

The "Secret" of Profits

The merchant who hitches himself to the plan of a successful manufacturer of a standard line of merchandise has two big advantages: he gets the benefit of mass production which assures standard quality at a lower price and he is enabled to apply the principles of mass selling. He keeps a cleaner stock, turns it faster and earns a larger net profit.

Most of our manufacturers are chiefly concerned about giving their customers what they want. They change styles, labels and packing according to the whims of the dealer. Prices and terms are often based on the size of the order. Such a policy is absolutely opposed to profitable mass production, standard quality or uniform prices. When the consumer goes on a thrift spree these manufacturers and their dealers are the first to holler "hard times."

A few manufacturers of shoes, clothing, hardware and other standard lines have worked out a sound merchandising plan and they will not change it. They have sold their dealers on their plan of doing business and they all make money together regardless of times or

THE LACQUER-RED COLOR REFLECTS THE CHRISTMAS SPIRIT



Why You Must Order from Dealers Now to Get Quantity Discounts on Christmas Duofolds

for gifts to your Employees and Customers
This Classic Pen Will Make Good Your Good Wishes

DEEDS, more than words, convince your employees and customers of your appreciation and esteem. A Parker Duofold attached to the card that bears the good wish is the deed that proves the words. For every man and woman knows the Parker Duofold and hopes to own one. Duofold will inspire their lifelong gratitude.

The Parker Duofold makes friends with the hand at once. That's because of its firm but easy grip and perfect balance. Duofold's oversize ink capacity means fewer refills. And its 14-carat gold point is tipped with select Iridium, and is guaranteed 25 years for mechanical perfection and wear. Nothing else you can give at near this price will so well preserve the memory of this Christmas throughout the years.

You Must Order Now to Get Pens on Time

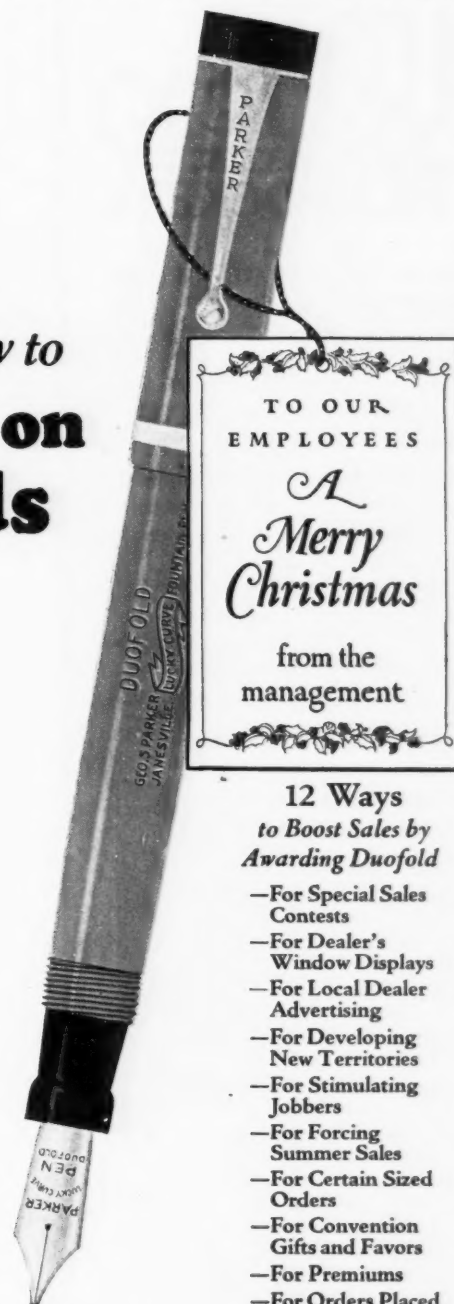
Our dealers' busiest season is be-

ginning. Dealers' retail demands are growing heavier daily. Later on, our dealers may have to sidetrack industrial orders to enable them to take care of the regular retail trade, for that must be promptly served regardless of anything else.

Name Engraved or Mounted With Your Trade Mark or Emblem

Your name or the future owner's engraved on barrel, or your trade mark, emblem, or insignia of merit mounted on the cap of your Christmas Duofolds, will recall the occasion for many years to come. The extra cost is moderate.

By writing at once for industrial discounts on quantity orders, then ordering promptly through your dealer, you'll be sure to have the Duofolds on hand before Christmas. Use the attached coupon, if you wish, enclosing reproduction of design if mounting is desired, and do it today.



12 Ways to Boost Sales by Awarding Duofold

- For Special Sales Contests
- For Dealer's Window Displays
- For Local Dealer Advertising
- For Developing New Territories
- For Stimulating Jobbers
- For Forcing Summer Sales
- For Certain Sized Orders
- For Convention Gifts and Favors
- For Premiums
- For Orders Placed Before Given Date
- For Opening Savings Accounts
- For Cutting Sales Expenses

Write Industrial Dept., 17, Parker Pen Company for Quantity Discounts and full details

Parker
LUCKY CURVE
Duofold
With The 25 Year Point
\$7

Duofold Jr. \$5
Same except for size

Lady Duofold \$5
With ring for chatelaine

Red and Black Color Combination Reg. Trade Mark U. S. Pat. Office

MAIL THIS

Parker Pen Co.,
Industrial Dept. 17
Janesville, Wis.

You may send us full details of your Industrial Gift Plans and quote quantity discounts on Duofold Pens.

Concern Name.....

Attention of.....

City.....State.....

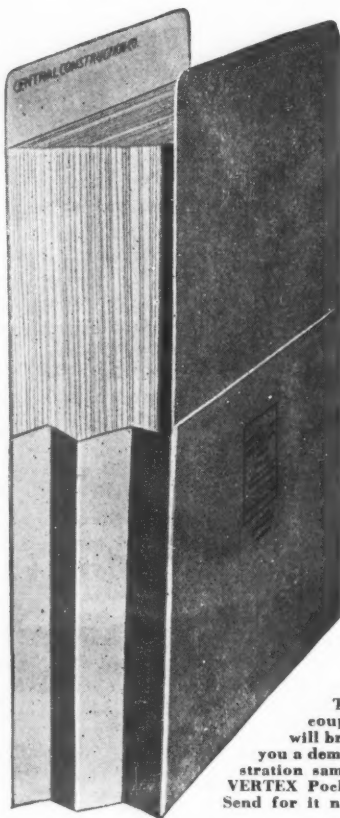
THE PARKER PEN COMPANY • JANESVILLE, WISCONSIN
NEW YORK • CHICAGO • SAN FRANCISCO • SPOKANE
THE PARKER FOUNTAIN PEN COMPANY, LTD., TORONTO, CANADA

Vertex

VERTICAL-EXPANDING FILE POCKETS

can be adapted to any filing system. No "changes" are necessary. Simply substitute a roomy, expanding VERTEX Pocket where you now have overcrowded, bulging folders. The improvement is instantaneous—filing and finding are now easy tasks.

It is a filing rule that the folders carrying the most correspondence are the ones referred to most frequently and receive the hardest use. VERTEX pockets, made of "Paperoid," a durable red-rope stock, sturdily withstand this constant handling and will outlast twenty ordinary manila folders. VERTEX pockets never slide down in the files.



This coupon will bring you a demonstration sample VERTEX Pocket. Send for it now.

CUT HERE

Please send for examination and trial a free sample of Bushnell's "VERTEX" Paperoid File Pocket, as described in September SALES MANAGEMENT.

Name of Firm _____

Address _____

Name of Person Inquiring _____

Letter size or Legal size desired? _____

If special size is required, send sample of sheet to be filed, and give width and height of drawer

To ALVAH BUSHNELL CO., Dept. E
925 Filbert Street Philadelphia, Pa.

seasons. It takes a lot of courage to go to several thousand temperamental merchants with a highly competitive article and say "you must buy our goods just as we make them," but it is being done every day.

Ten years ago a shoe merchant with ten fine stores in California came to St. Louis and visited the president of a big shoe house. Said the merchant: "I want your men's fine shoes but I cannot sell them with your label because of competitors who sell the same shoe for a price lower than I can get for them. I don't ask you to put my label in the shoes, but if you will let me have them without any label at all I will give you an order amounting to \$100,000.00."

"We cannot accept your order on that basis," said the president. "We have only one plan and our experience has proved it to be the best and safest plan for the largest number of merchants and their customers. The only way you can buy our shoes is to take them as we make them."

Twenty Years Without Dull Season

This merchant is today handling the line and this manufacturer has become the world's largest manufacturer of shoes, with sales in excess of \$120,000,000.00 yearly. During the depression of the last four years it has not shut down a factory or laid off a man because of slack sales.

A notable example of how to sell the dealer something besides merchandise values is seen in the experience of Curlee Clothing Company, of St. Louis. The clothing business is highly competitive. Department stores sell good clothes—with their own label in them. Exclusive men's stores sell advertised lines and also their own lines. Styles are changed according to the whims of the dealer and prices and terms are freely made to meet competition or according to the shrewdness of the buyer.

In the face of such a system the Curlee Company has done business for twenty years without a dull season. This business had its start in a country town—Corinth, Miss. Curlee has always put his own label in every garment, and never a dealer's label. He has never changed his styles to meet the requirements of any dealer. His prices and terms are the same to all, regardless of the size of the order.

Curlee is now rated as one of the four largest manufacturers of men's ready-to-wear. Long before Henry Ford ever dreamed of selling ten million flivvers Curlee was applying to the clothing business the fundamental ideas which have made Henry a near-billionaire. Let's see how these ideas work out in the clothing business.

Shelby H. Curlee believed that the most enduring business is founded on the sale of merchandise which is everywhere recognized as the best possible value for the price paid for it. It was only by mass production of the most desirable styles each season that the lowest cost and greatest values could be offered.

Manufacturers of the old school will change their models to suit their trade. One dealer wants a different lapel on the coat. Another wants a wider pocket flap or no flap at all. Others want different lengths, shorter or longer vents, and so on. All think they are rendering a service to their patrons, when as a matter of fact very few people notice that Tom Smith's coat is different from Bill Jones' and Tom soon forgets it himself.

These changes are costly. New patterns must be made and only a few garments can be cut at a time with the electric cutting machines used by every clothing manufacturer. A bolt of cloth will cut out about twenty suits, but in some of the larger plants the cutting of three or four different patterns from one bolt is a daily performance.

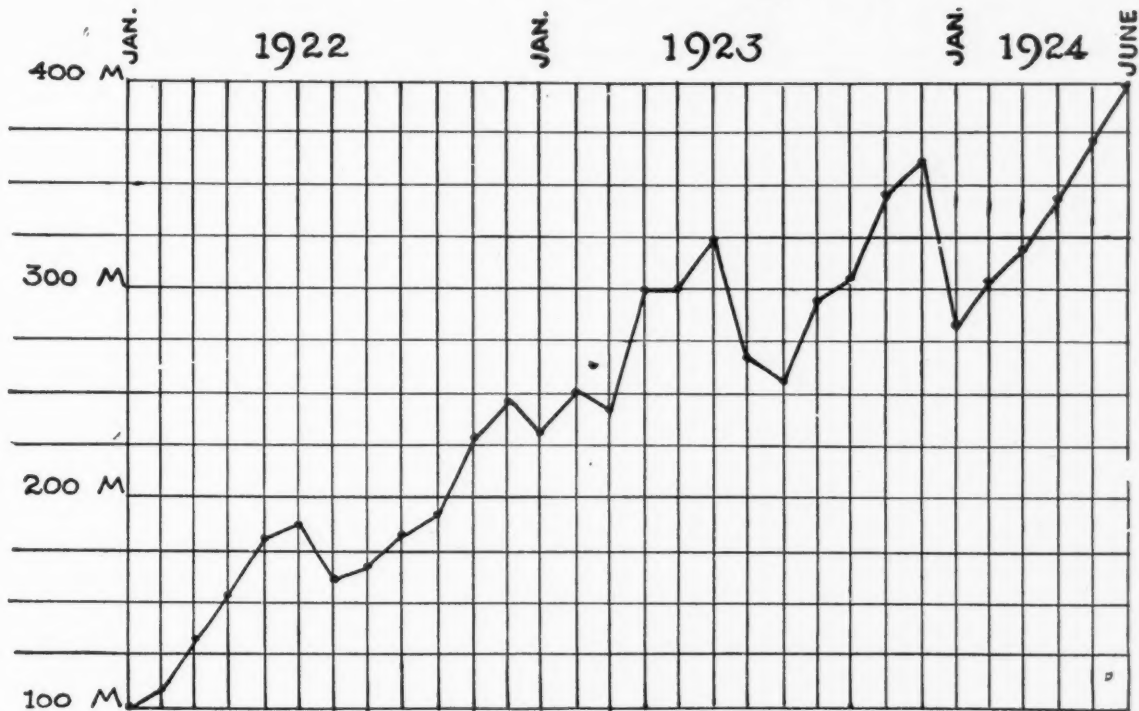
"It Can't Be Done"

If the dealer wants jazz styles he cannot get them from Curlee. This line consists of standard models which do not go stale. It is a popular line with a retail price range of \$25.00 to \$50.00. Every garment is guaranteed to give satisfactory wear or the price will be refunded. The dealer makes an ample margin of profit but he is warned against profiteering.

The old-timers in the clothing business scoffed at this revolutionary idea and said it couldn't be done—that no dealer would buy ready-to-wear clothes unless he could get certain changes when he wanted them, plus his own labels, plus special prices and an extra discount.

Curlee disagreed with them. He trained his sales organization to do

Increase 300 percent



Upward and Upward

The graph shows the increase in advertising lineage of The Christian Science Monitor from January, 1922, to June, 1924, inclusive.

If this newspaper did not prove its value as an advertising medium, could this upcurve have been maintained for two years and a half?

Boston Office and Nine Branch Offices at Your Service, to Show You What the Monitor Can Do for You—or, if You Are an Agency Man, for the Clients Whose Appropriations You Are Investing

The Christian Science Monitor

An International Daily Newspaper

Member A. B. C.

Publication Office, 107 Falmouth Street, Boston, Mass.

BRANCH ADVERTISING OFFICES

New York	270 Madison Ave.	Kansas City	705 Commerce Bldg.
Cleveland	1658 Union Trust Bldg.	San Francisco	625 Market Street
Detroit	455 Book Bldg.	Los Angeles	620 Van Nuys Bldg.
Chicago	1458 McCormick Bldg.	Seattle	763 Empire Bldg.
London		2 Adelphi Terrace, W. C. 2	

JOHNSON, READ & COMPANY
INCORPORATED
Advertising
202 SOUTH STATE STREET
CHICAGO

May 16, 1924.

Mr. Jacob F. Weints,
Advertising Manager,
SALES MANAGEMENT Magazines,
Havenwood and Leland Avenues,
Chicago, Illinois.

Dear Mr. Weints:

Replying to your letter of May 12th, we are glad to give you our reasons for advertising our own business in SALES MANAGEMENT.

- (a) We know from experience that the sales manager, in many instances, is a very important factor in the choice of the advertising agency that is to serve his firm. And we know that SALES MANAGEMENT reaches and influences a very large proportion of the important sales managers of this country.
- (b) We know that SALES MANAGEMENT is read not only by sales managers but also by other leading executives who are important factors in the choice of an advertising agency, including a very goodly number of advertising managers.
- (c) We believe that SALES MANAGEMENT is filling a real need in the publication field, and is performing a service that is making advertising more effective and therefore more profitable to advertisers. Thus whatever helps the advertiser is also an aid to the advertising agency. And it is only fair and proper that advertisers and advertising agencies help to support a publication that is as valuable to them as is SALES MANAGEMENT.

Sincerely yours,

JOHNSON, READ & COMPANY

George H. Read
Vice-President & Sec.

GHR:EMC

"Judgment is the use of knowledge"

—WILLIAM FEATHER

Mr. George H. Read, Vice-President and Secretary of Johnson, Read & Company, 202 South State Street, Chicago, writes:

"We know that SALES MANAGEMENT is read not only by sales managers but also by other leading executives who are important factors in the choice of an advertising agency . . ."

Johnson, Read & Company decided to use SALES MANAGEMENT for another year.

The judgment of our advertisers
is based on knowledge

Sales Management

1801 Leland Avenue, CHICAGO

19 West 44th St., NEW YORK

business his way. His salesmen went on the road and sold the dealer a plan to handle clothes on a basis that would make him a real value giver. The Curlee plan of mass production and selling was so sound and logical that the substantial and far-seeing ready-to-wear merchants grabbed it and have made good with it.

There is only one way in which Curlee humors his dealers. He gives them the kind of advertising they want. This advertising is chiefly in the form of style books and broadsides containing samples of cloth. They are mailed to lists furnished by the dealer. Millions of pieces are sent out each year. The dealer backs up this work with liberal advertising in his local newspapers and he shares fifty-fifty with Curlee on the cost of large out-door steel bulletins.

No Losses on Known Brands

Curlee Clothes have never been advertised in the general magazines, yet this house is truly a national advertiser. The company uses a large list of trade journals and its salesmen write the copy.

This concern does business in every state. It has never gone backward but has gained steadily—every month of the year. It has never shut down a factory or laid off a man because of hard times. During the past summer season when most clothiers were making sacrifices to move their stocks the Curlee dealers were ordering for immediate sale at their regular prices.

"I see no reason why we should be regarded as unusual in our methods," said Mr. Curlee. "Our general plan and our policies are well known to everybody and we stick to them because our experience has proved them to be safe, sound and profitable. It didn't take us long to satisfy ourselves that we were right and then we had little difficulty in convincing our dealers that they could safely apply our methods to their own business."

There is something wrong with the manufacturer who cannot persuade his dealers to play in his back yard. If the product is good enough to bear its maker's coat of arms—if the price is right and if the general plan behind the product is sound, the plan, as well as the product should be sold to the dealer.

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HAPPY IS THE MAN
WHOSE WORK IS HIS HOBBY.

Happy is the man whose work is his hobby

And happy are his customers.

Edison's only recreation is his job.

Ford would really rather make Fords than finance peace ships.

Morgan works at golf and yachting, but when he wants a real good time he floats a bond issue.

Dr. Eliot would rather teach than fill five-foot book shelves.

Mary Garden likes acting so much she acts all the time.

When Walter Hagen needs a holiday he plays in a golf tournament.

Douglas Fairbanks goes to the movies when he isn't making them.

When things get dull on the Ladies' Home Journal and Saturday Evening Post, Cyrus Curtis starts a newspaper.

And Hell-and-Maria Dawes says his recent trip to Europe was the best holiday he ever had.

The man who does the best work is the man who likes his work so well he cannot help doing it when he is not working—outside office hours.

When I am not making posters and window displays and selling them, I am running 'round the country studying them, and studying businesses that can be advertised by them.

Mural advertising is my hobby.

It is also my job.

RUSLING WOOD, 218 William Street



New York



Courtesy Agricultural Publishers' Association.

Better prices for grain are now bringing the American farmer to the threshold of the most prosperous era since the war

The Farmer Stages a Comeback

Many sales managers planning to command a share of the new business resulting from improved agricultural conditions

SIX months ago the average sales manager cast a gloomy eye on farm districts. Buyers told him the farmers were not going to be able to pay their debts, much less buy anything. Bankers showed him reams of statistics showing how far in debt the farmers were, and how it would be impossible for the farmer to be an active buyer of anything this fall.

And then—well, everybody knows what happened. Reports from Canada turned the tide for wheat. It was recognized that there might not be enough wheat to go round. Prices started upward. Corn followed with a liberal gain. Hog prices reached the highest levels since July, 1922. Cotton, not to be outdone, made several sensational gains; in one week it jumped \$18 a bale. Multiply this by 10,000,000 bales—which is perhaps a million or so less than the actual crop will be—and it is easy to see why sales managers are eagerly turning towards the farm market as one of

the greatest merchandising opportunities in recent years.

Estimates regarding the actual increase in farmers' buying power vary from a billion and a half to two billion dollars. But more valuable than the actual gain in dollars and cents is the powerful gain in confidence which business men of the middle west, the northwest and other districts have registered. Instead of a hopeless, discouraged "what can we do?" attitude, there now prevails the utmost optimism, a willingness to buy liberally, and the confidence necessary to sell.

Getting down to specific cases, we find that metropolitan banks in many parts of the country have been besieged by country banks for commercial paper and other outlets for their rapid accumulations of new wheat money. In a few weeks Kansas City banks alone have enjoyed an increase of twenty million dollars in their country deposits.

Although it is true that agricultural prosperity is more widespread

than it has been since the war, it is nevertheless equally true that the sales manager will be well repaid for carefully selecting territories for special effort. There are some districts which will be far more prosperous and in much better condition to buy liberally than others.

Commenting on this situation, Babson says, "Sales managers, in planning their fall campaigns, will have to analyze the agricultural districts by each locality according to the crop conditions. At the present time the states for which the estimated crop values are best are: Kansas, North Dakota, Texas, Oklahoma, South Dakota and Georgia." The Babson letter containing this information was released early in August. By the time this issue of "Sales Management" appears, conditions may have changed to a certain extent; for instance, hot weather would materially change (for the better) corn crop conditions in Illinois.

This condition in all agricultural

districts means that the sales manager must keep in close touch with developments. He must get out into the field in person, or if that is impossible, he should arrange to receive regularly from his assistants or salesmen accurate reports of conditions—particularly from those districts which have suffered from backward weather conditions during the spring and summer—for a few weeks of unusually warm weather would, in all likelihood, bring about material changes in conditions.

Bankers and business men in close touch with farm conditions all over the country are optimistic in answering questionnaires recently sent out. Their optimism is not merely the blind, meaningless phrases of the professional booster, but the confidence of conservative business men, who have, in most cases, a personal interest in the farm situation.

A few quotations from bankers in various states will give an idea of the confidence with which they view this fall's prospects for better business. "This fall's farm buying power will be double that of 1923—in many cases treble. Dealers are laying in stocks. Farmers are making many deferred purchases." This statement comes from Kansas. From Oklahoma an equally confident report is received. It reads: "Twenty-five per cent greater buying power than in 1923. Business men looking forward to a good fall and winter trade."

Conditions in the Dakotas

The Dakotas, erratic in politics, storm center of many of the complaints that have been attributed to the farmer, and perhaps the "hardest hit" of all the agricultural states in the past few years, send a report that is not only confident, but based on actual conditions in August. The report says: "Farm buying power will be greater. All stores report better July for 1924 over 1923." (South Dakota.) "Farm buying power will be very much better this fall. Business prospects are encouraging. Farmers and business men are feeling better." (North Dakota.)

A Texas business man says: "This year sees real surplus money for the farmers to spend. Country banks have had less call for money for crop making, so the farmers will

have money ahead this year for the first time since 1919 generally."

A change for the better in the formerly hopeless condition of many farming district banks is seen in a recent report from a Dodge City, Kansas, bank receiver. He states that all paper held against the bank will be paid in full; farm notes that were considered doubtful a few months ago will be paid in full, it is confidently believed.

E. D. Chassell, secretary of the Farm Mortgage Bankers' Association, makes a statement as follows: "The rapid movement of wheat at good prices is typical of the general agricultural situation. Payment of delinquent interest, taxes, and other debts is well started. It will continue as later maturing crops are sold. Debt paying will absorb the farmers' first money, but that will reestablish his credit, and in the majority of localities there will be cash to make purchases not practicable during the past three years."

Production Costs Lower

One notable feature of this year's crop is the low cost of production. Farm labor underwent a drastic deflation, which has not as yet reached industrial labor. The 1924-25 crops will be made on far less money than was the case in the past few years. Instead of having to shell out the greater part of his receipts for sales of crops this fall, the farmer will have a greater surplus, in comparison to receipts, than he has had for many years, due to the fact that this year's crop has been produced on a very economical basis.

The American Association of Advertising Agencies has been making a careful study of the changing conditions in the farm market and has, as a result of their study, recently issued a bulletin to members. This bulletin cautions the advertising agency against promising too much for the farm market, at the same time pointing out the necessity for sustained effort to win the farm trade. It says, in part:

"There may be some hurry-up buying of staple commodities this fall, there may be a temporary flash of 'at-once' business at high prices, but in the main, business will probably settle down to a steady pull back to a remarkable prosperity in 1925. It is not to be expected that it will come all at once. Some fac-

tories may be momentarily deluged with orders where wholesalers and retailers are trying to restock shelves. But in a decided majority of cases, good business will come only with sustained, aggressive effort and adequate, carefully thought-out, thoroughly-used advertising campaigns."

The association recognizes the danger of too much confidence in the farm situation and wisely points out the necessity for steady, continuous sales drives for the farmers' business, instead of a momentary, flashing attempt to cash in on the present day prosperity of the farmer.

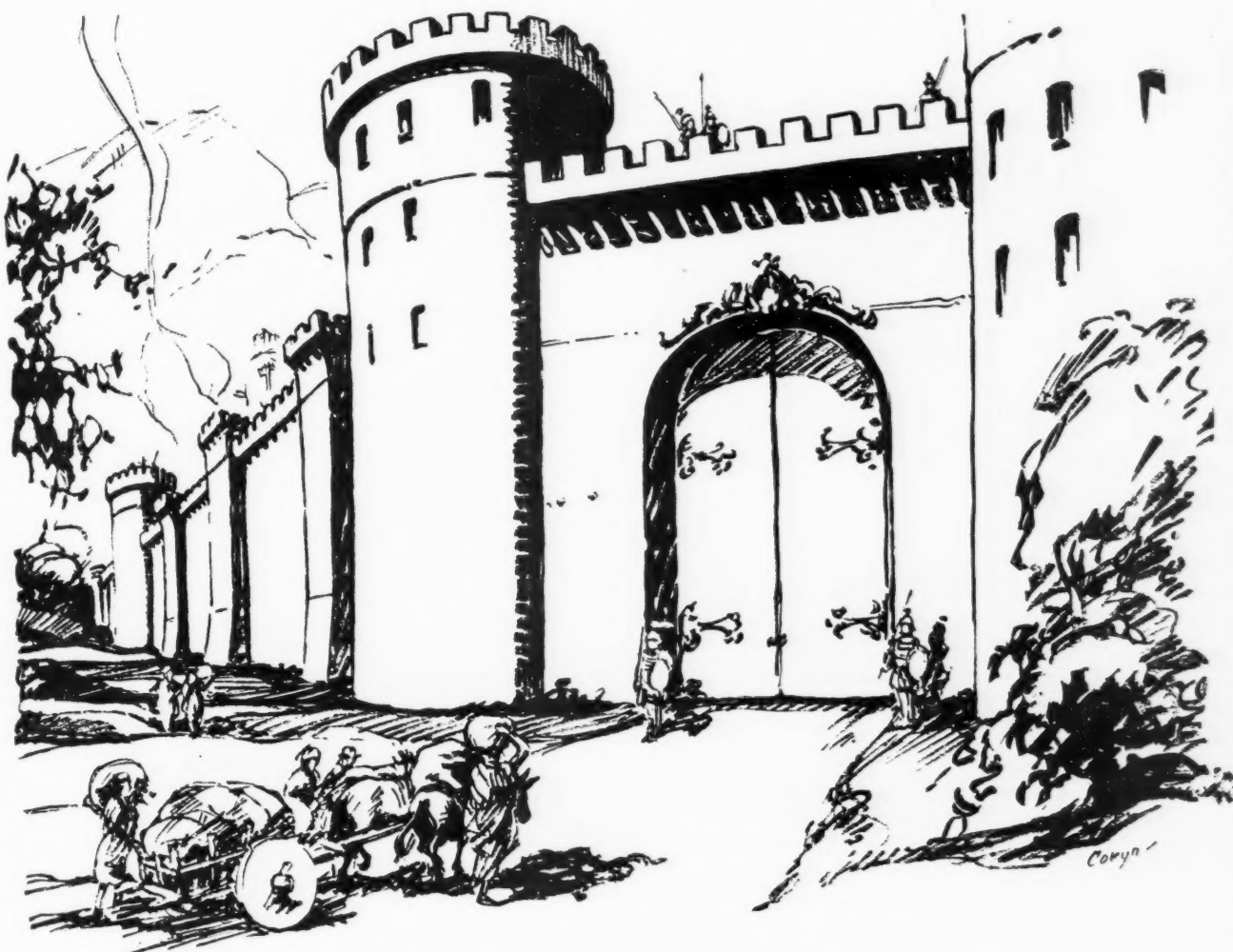
In this connection the bulletin says: "In contemplating this farm market opportunity, the Agricultural Press Committee desires to offer a word of caution. If we do not exercise common sense, we are liable to be led far afield by the reaction of optimism that has swept over the country. We are liable to visualize the farmer as waiting at the gate, pocketbook in hand, ready to buy everything that comes along, instead of remembering that neither prosperity nor adversity swerves the farmers' mental balance and that real selling effort is still necessary."

Mail Orders Indicate Prosperity

The wisdom of this advice is demonstrated by the experience of Montgomery Ward & Company, the big Chicago mail order house. Sales for this company broke all records in July, in spite of the fact that the present wave of prosperity had just begun to be noticed. As many of these sales were doubtless started in June, it shows that the farmer had, as early as that, foreseen his improved condition. Sales for July were \$8,653,222. This was the thirty-first consecutive month in which sales have shown a gain over the same month of the previous year.

A Chicago paper, commenting on this condition, says: "Interests close to the Montgomery-Ward management believe that a large measure of the company's present success is due to the policy of the consistent following of an advertising program adopted three years ago. This policy bore fruit shortly after its inception, and the upward trend in sales, once started, has not been

(Continued on page 1564)



THE domain of any morning newspaper is not clipped short at the city limits. There is no high wall around the zone of The Terre Haute Star.

The Wabash Valley Empire

THE STAR field is the Wabash Valley Empire of six Indiana and six Illinois counties. Its population is 350,000. From this rich territory THE STAR subscribers alone bring more than two and a quarter million dollars annually to the retail stores of Terre Haute. THE STAR leads in home coverage inside and outside of the city. With THE STAR help you can make this rich field yours. Let us send you complete market facts.

The Shaffer Group

CHICAGO EVENING POST
INDIANAPOLIS STAR
ROCKY MOUNTAIN NEWS
DENVER TIMES
MUNCIE STAR
TERRE HAUTE STAR

QUALITY PUBLICATIONS

THE TERRE HAUTE STAR

Foreign Representatives

KELLY-SMITH CO.
Marbridge Building, New York
Lytton Building, Chicago

R. J. BIDWELL CO.
742 Market Street, San Francisco
Times Building, Los Angeles



Attention is— the Giant Letters middle name

IN the Giant Letter you have a salesman of unusual ability. He works swiftly, economically and he sells the goods.

So unique it commands attention, the Giant Letter gets read and remembered. It is impressive. Its very size endows your story with the importance it deserves.

The Giant Letter is an enlarged facsimile of a letterhead with your message in Giant size. Easy to read and versatile, for it can be prepared in a variety of forms.

Line cuts may be included and large sized halftones can be used. Your Giant Letter may be the first page of a broadside, or it can take the form of a Giant Telegram requesting immediate action. To announce a price change—advertising plans—or a new product. As a collection letter it really collects.

Effective as an advance letter for salesmen. Testimonial letters enlarged to Giant size make fine displays. Present in a Giant Letter to jobbers' and retailers' salesmen the selling points of your product. Stimulate your dealers and sales force with a Giant Letter special bulletin. Or feature a "leader" product. Moderate in cost; and performance considered, especially so.

Send samples? Certainly! Better yet, tell us what you want to do. Then we will suggest a plan.

NATIONAL PROCESS COMPANY, Inc.

218 West 40th St., New York City

Phone Pennsylvania 4600

BOSTON
80 Boylston St.
Beach 3321

PHILADELPHIA
35 So. Broad St.
Rittenhouse 4235

PITTSBURGH
335 Fifth Ave.
Atlantic 0315

GIANT LETTERS

Sales Managers' Clubs Announce Fall Plans

SEVERAL sales managers' clubs have announced plans for fall and winter meetings at which a variety of timely and interesting problems in sales management will be discussed. The New York Sales Managers' Club will hold its first meeting September 5. Subsequent to a golf tournament to be held September 19, meetings are scheduled for every other week.

Among the topics listed for discussion are: "What Shall We Do About the New Factors in Distribution: Semi-jobbers, Buying Exchanges, Consumer Cooperatives, Etc?"; "How the Sales Manager Organizes His Time and Energy for Efficient Results"; "Exact Measurement of Results in Sales Management"; "The Use of Standardized Methods in Salesmanship"; "Selling Equipment—Portfolios, Sales Outfits, Sample Kits, Etc."; "What Is Worth While in Consumer Sampling and Demonstration Methods," and "Recent Changes in Sales Promotion Methods."

Spokane Club is Active

A principal speaker will be engaged to speak on the topic chosen for each meeting, who will lead afterwards a general discussion.

The Sales Managers' Association of Spokane, Washington, will hold meetings the third Monday of each month. Some of the suggested topics for discussion at meetings for this winter are: "Is It Advisable to Assist in Financing Some Merchants at Times to Keep Them in Business?"; "How Can We Develop Cash Customers?"; "How Can We Get Salesmen to Work on Saturdays?"; and "Does National Advertising Create the Right Sales Interest Among Clerks and Proprietors?"

One of the most active organizations among sales managers is the Sales Managers' Bureau of St. Louis. While the bureau has not yet made up a program for its fall and winter sessions, an appropriation of \$8,000 has been set aside to carry on activities and to initiate several new projects of interest to sales executives. Among the unusual activities of the St. Louis club

is an annual "Good-Will" tour for about one hundred St. Louis business men through cities and towns in Mississippi, Tennessee, and Louisiana, for the purpose of becoming acquainted with business men and business conditions in the territory tributary to St. Louis, and of creating publicity for the St. Louis markets.

The usual problems course luncheon meetings will be continued this winter in addition to evening meetings. During the course of the year the bureau sponsors and promotes a number of plans in addition to major activities, such as it did last year in holding a meeting of all the foreign students attending St. Louis schools and universities, who were about to return to their native lands. The educational committee conducts various classes; the bureau runs an exchange of information about new business developing in St. Louis territory; occasional surveys are conducted and support given in some concrete way to conventions held in the city.

Winter sessions of the Sales Managers' Club of Philadelphia will open October 20 with a meeting devoted to a discussion of "Testing Salesmen." This will be followed by a discussion of "Systems of Human Nature Analysis Applied to Sales" on November 17. The December 15 meeting, which concludes the yearly program of the club, has for its main subject "Employment and Remuneration of Salesmen."

The Chicago Sales Managers' Association, which meets every third Monday of each month during the winter, has announced its first fall meeting for September 22.

Just a line to state that your magazine is beautifully printed. I like it first rate from every standpoint.

Whoever the layout man is, I take off my hat to him. Again, the printer who executes or makes possible the carrying out of the layout with such good results has, too, my highest regards.

It is one of the best magazines, if not the best, that is placed in my hands. I say this voluntarily and feel led to do it through the inspiration that comes through the pages.

Best wishes for your well deserved success.—Norman T. A. Munder, Norman T. A. Munder & Co., Baltimore.

a.d.a.

Follows Inquiries *with* Success

Brings in 9 per cent sales increase over similar period in 1923 although business conditions less favorable and fewer inquiries received.

A REPORT just received from a manufacturer employing Caxton a.d.a (Applied Direct Advertising) to follow up national advertising inquiries, indicates an actual sales increase of 9 per cent over the same months of last year. This increase comes in the face of the fact that fewer inquiries were received and business conditions for this manufacturer were considered less favorable than last year.

In this campaign, and in some others now in progress, Caxton a.d.a is carrying on the pre-selling work where the national advertising ends. It is augmenting the value of the national advertising by driving it home to the individual in a personal, intimate way. It is providing the impulse necessary to transform a mere conviction of merit into action—buying action.

The successful incorporation of Caxton a.d.a. with the selling plans of nationally known products, about which we can tell you, is evidence of its great adaptability. We invite an exchange of information with Sales, Sales Promotion, and Advertising Managers of concerns with national distribution.



THE CAXTON COMPANY

Applied Direct Advertising

Cleveland, O.



Announcing
the beginning of the
fall and winter advertising
of the new line of
CHENEY SILKS

Foldwell
TRADE MARK
REGISTERED

is used by

CHENEY BROTHERS

In speaking of the exquisite pieces pictured above—pieces beautifully done in four color process — Cheney Brothers say: "Our whole aim in the making of direct-by-mail advertising for Cheney Silks is the production of the very finest pieces within

our power. We have paintings made by internationally known artists; we go to the finest plate makers we know of and we spend great care in the preparation of copy. Naturally, to round out the picture, we print these messages on Foldwell."

CHICAGO PAPER COMPANY - Manufacturers
801 South Wells Street - Chicago
NATIONALLY DISTRIBUTED

Facts

The machines that make Foldwell Coated Book, Cover and Writing are busy night and day making these papers—thus strict uniformity is maintained.

How Seven Concerns Have Taken the Bunk Out of "Service"

The Ninth of a Series of Twelve Articles on Printed Salesmanship

By D. H. Colcord

I HAVE written four times to the circulation department of a national magazine. In reply I have received four form letters, none of them answering my question or straightening out my difficulty. Each one concludes with the beautiful Christian sentiment "if we can be of further SERVICE to you, do not hesitate to call on us."

An insurance agent after he had phoned several times offering the SERVICES of their "advisory staff," called, and waded knee-deep into the old cut-and-dried, rate book solicitation. His service reminded one of the gentlemen who pass the "Service" on Sunday morning in the form of a collection plate.

An Insurance Company's Plan

So when we do find a concern that advertises its SERVICE, and we find that word is used (rarely) to connote real helpfulness without hope of immediate reward, we remember it. We go farther, we dig into that SERVICE, to find how this concern hopes to get the gold out, in their practice of the golden rule.

For example, and in contrast to the insurance company mentioned above, the Bankers Life of Des Moines is now talking about a new service to its policy holders. Excepting term policies and policies on joint lives, all contracts issued on and after July 1 will provide that after the policy has been in force for three full years the insured is entitled, subject to the rules of the company, to physical examinations free of charge to him. Such examinations will be by a regular appointed medical examiner of the company, and not oftener than once each two years, regardless of the number of policies held in the company. The examinations will be made at the request of the insured and will not include any treatment whatever, nor does the company assume any liability in connection therewith. The purpose of the ex-

aminations is to enable the insured to know his real physical condition from time to time. The findings of the medical examiner will in no way affect the validity of the life insurance contract.

The pecuniary benefits which the company will derive from such a service are self-evident. It is not only excellent selling ammunition, but from the standpoint of "costs" it will cut down the mortality rate appreciably. And it is a real service as it costs the recipient nothing additional, and the benefit he receives cannot be measured. The company has something to offer, the offering of which costs it very little, in fact puts money in its pockets; and the recipient is served.

But to think of, to initiate, to execute such helpfulness requires that there be something more than a faint effort to overcome the inertia of, "if we can serve you in any way do not hesitate to call on us."

A Public Service Bureau

One thousand individuals daily visit the Public Service Bureau of the Chicago Tribune. We visited this Bureau to find out whether we would be met by some gum chewing clerk, with a handful of circulars, and a sales talk on the Tribune. A service man, of middle age, a college graduate, waited on us. He took up our problem with all of the thoroughness of a man who expected a special fee. He spent nearly an hour, which was followed by a letter two days later containing additional information. Four of these Public Service Bureaus have been in operation in Chicago, Paris, Berlin, and China since March 11, 1923. Most of the information was there in the Tribune office before the Bureau was started. Somebody saw the possibility of passing it on to the public, with little additional expense. For every dollar's worth passed out, the public perhaps receives several dollars' worth. The public gains without the Tribune's

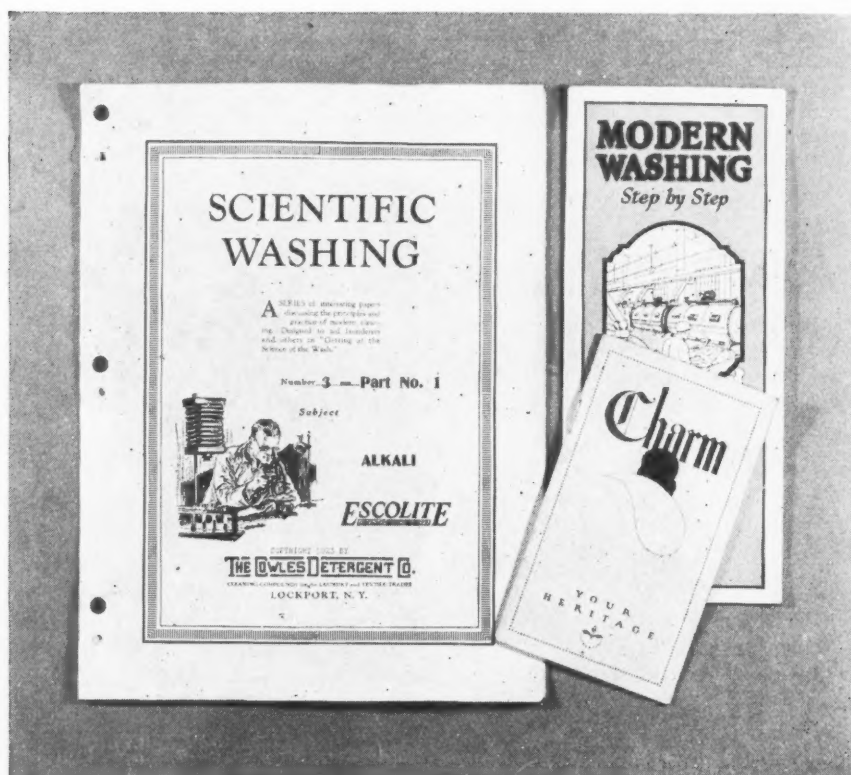
losing—another example of perfect service—created wealth. There's gold in that golden rule, too; the Chicago Tribune is not losing business because of their Public Service Bureau!

We might mention the School of Illumination held every summer at Nela Park, Cleveland, by the National Lamp Works of the General Electric Company for executives of electrical jobbers, and jobbers' salesmen. All expenses are paid, and they get one week's instruction, and one week's entertainment at Nela Park. And they come back and take our lighting units that are inefficient, and give us something better for our money. They are doing something more than selling lamps, and it's hard to imagine one of their technical instructors opening a lecture with, "If there is any way that the General Electric Company can be of service, etc., etc." The point is that the apparatus for the "school" is there, whether they bring in the jobbers or not—bringing them in only disseminates that which has already been prepared for dissemination.

Schooling for Auto Drivers

Every retail automobile sales room in the country has at least one floor salesman who is ready to SERVE—that is, he has something that a lot of individuals in his town lack. It is less trouble and expense for him to pass that something on, than it is for some people to be without it. For example, he is an expert driver. There are hundreds within a mile radius that couldn't properly drive a car a block if they had to.

The Central Motor Corporation, Wheeling, West Virginia, distributors of Paige and Jewett cars, have put that salesman, and others on the force, to work serving Wheeling. Free classes in automobile driving are conducted daily. Anybody can enroll. Both men and women who have been driving for years but who never have had the benefit of



Printed matter like this brings not only a selling message, but a real service to the customer.

competent instruction, have joined the classes to become expert through this opportunity for special instruction. Students have been divided into three sections. The first class meets from 10:00 to 12:00 a. m., the second from 1:00 to 5:00 in the afternoon, and a third class assembles at 6:30 p. m.

Every man or woman who completes the course is awarded a diploma, certifying that they are able to drive any make of automobile. The instructions are absolutely free of charge and there are no conditions or obligations involved. (Except that a man is predisposed to buy the car which he knows how to drive best!)

"To promote more attention to the proper hair dress for the individual beauty type; the correct mode for each occasion; and to provide for the American woman the advice of recognized specialists on the care and dress of the hair," is the advertised purpose of the Advisory Beauty Council, of the Fitzgerald Company, manufacturers of Star-Rite Electric Curling Irons. The services of the Advisory Beauty Council is exclusively for users of Star-Rite curling irons. Packed with every curling iron is a questionnaire-certificate which asks for information to enable the council to deter-

mine the beauty type of the purchaser. Certificates are numbered, as "Certificate No. 60545," to prevent service except to customers. Besides a list of questions as to the buyer's type of beauty, it is recommended that a photograph be enclosed.

We call attention to the above because of the method which the Fitzgerald Manufacturing Company has used to promote this special service—by including a questionnaire as a package insert.

The Cowles Detergent Company, of Lockport, New York, manufacturers of cleaning compounds for laundries, textiles and metal trades, have established themselves in the last few years as the clearing house for every conceivable kind of information pertaining to the operation of a laundry. Hundreds of letters are received daily by the advisory council from laundries in every section of the United States asking for information and advice on everything from the proper method to launder English broadcloth shirts, to the number of days that a laundry should allow to elapse before settling a complaint with cash. Scientific washing bulletins are mailed to all laundries at regular intervals. I quote a section of one of the bulletins, as follows, to show

the sincere service they are rendering laundries:

Dirt and Its Reactions Under Heat

"There are many classes of dirt which are soluble in plain water. These include sugar in its various forms, prepared starch, certain portions of soil, some fruit juices, medicines, etc. In most cases their solubility in water is increased in warm or hot temperatures. Any insoluble dirt which is bound to the fabric by sticky (sugar) dirt is thus freed for removal by other means. There is a separate discussion in this series devoted entirely to 'Dirt.' In it will be found many additional facts of interest relating to classifications of dirt.

"In the washing process, there are many chemical reactions or combinations between dirt and the detergents used. Chief among these is the neutralization of dirt which is acid in character. Greases, for instance, always contain a certain amount of fatty acid. The heat of cooking usually increases the amount present, and during the summer months the amount of fatty acid frequently amounts to 18 per cent of the total grease present. Furthermore, much of this fatty acid is solid material at ordinary temperatures. In the wash wheel the heated liquor causes these solid fatty acids to melt and 'flow,' in which condition they quickly combine with the alkali present to form soap.

Scientific Washing Methods

"In some cases, were it not for the fact that good hot water was employed, it would be quite impossible to get the desired amount of soap into the solution. The application of heat greatly increases the solubility of soap in water, as we have all observed in the operation of the "soap tank." Even the low concentrations employed in the wheel would produce a solution too jelly-like and viscous for effective cleansing if we tried to wash at room temperature.

"It might be said at this point, however, that prolonged cooking of soap in the soap tank promotes decomposition and 'kills' the soap to some extent. Although not pronounced in effect, it is an additional point in favor of the use of materials in dry form."

Numerous other examples of sincere service, of the desire to give helpful information and assistance,



“Who shall I say wants to see him?”

A question never asked about a mailing

SOME men who do a lot of buying are hard to see personally. You must have an appointment.

If you come unknown and unheralded, you run smack against the question, “Who shall I say wants to see him?” A few seconds later you hear that your man is “engaged” or “in a conference” or “sorry” or “not interested,” depending on the veracity or courtesy of the individual.

The printed message that you send by mail never gets this kind of answer.

If the man it seeks is engaged, the printed message waits. If he is “not interested,” the well-printed message proceeds to *get him interested*.

The printer and the postman take your story through any gate, around any buffer, past any excuse. The same Dora that tells you her boss cannot see you walks right back to his office and says, “Here is something that came in the mail,” and he takes it and reads it—if it is any good.

Let this happen a few times and when you or your men call in person, your cards will mean something; your name will have a standing—you will be of the kind of people that this man comes down to business each day to see.

Good printing on good paper will bring this about.

[<p>better paper ∞ better printing</p>]
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The simple way to prepare effective direct advertising is described in a series of books published by S. D. Warren Company. These books are known as the “More Business Series.” You can obtain them as they are issued, without cost to you, from any distributor of Warren’s Standard Printing Papers.

S. D. WARREN COMPANY, 101 MILK ST., BOSTON, MASS.

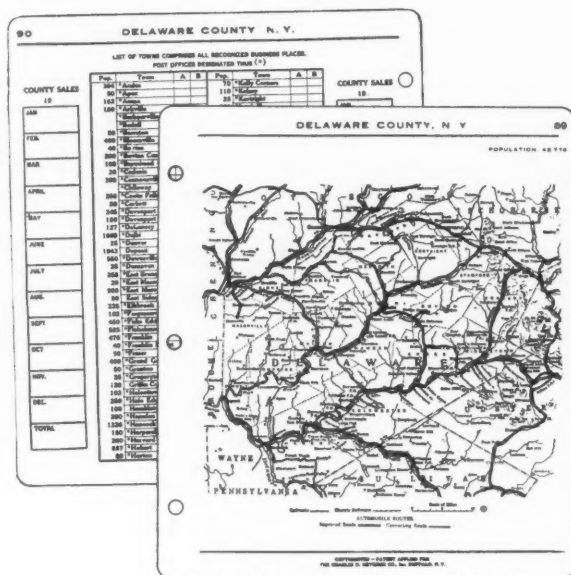
WARREN'S

STANDARD PRINTING PAPERS

Tested for printing, folding, and binding qualities



Loose Leaf County Sales Maps



County
Maps Now
Available
for States
of:

Maine
New Hampshire
Vermont
Massachusetts
Rhode Island
Connecticut
New York
New Jersey
Pennsylvania
Ohio
Indiana
Illinois
Maryland
District of
Columbia
Delaware
Virginia
West Virginia
Michigan

Maps in Colors — Size, 9x10 Inches — 40c Each

More business from present territories!

Hevenor County Sales Maps show the best routes to take to cover *all* the prospects, classify your sales, indicate the weak spots and show where to look for new accounts.

Town Lists

On the reverse of each map every business town or city in the county is listed, with population and space for noting the number of prospects and sales. It shows at a glance the towns that are missed and those where you are not getting the business you should get.

Successful organizations have found these sales maps to be real producers.

S. W. Dow, Corp.

New York

Metropolitan Tower, 1 Madison Ave.

Telephone Ashland 7867

could be cited. We have mentioned but a few.

The opportunities for rendering such a service by direct personal contact are always limited by the number of field representatives in an organization, and the amount of time that they can afford to spend in an effort other than direct sales. But there is scarcely any limit to what can be done along educational lines with printed matter. Service bulletins can be included in the house organ, sent to a general mailing list or a list of customers, forwarded to names sent in by salesmen, used to follow up inquiries—and for package inserts.

There is something within the makeup of every business that the public needs—a **service** that could be rendered, with little cost to the business, and of unusual indirect profit possibilities.

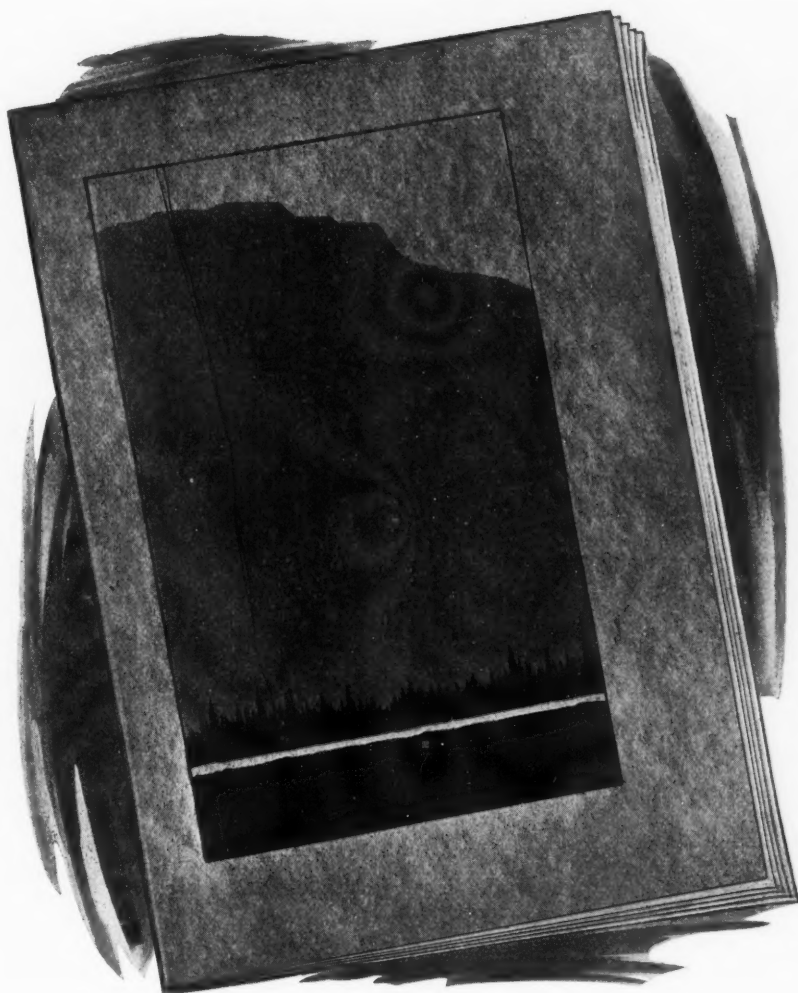
Ford Motor Co. Establishes Agency in St. Paul

A central agency for 225 manufacturers and 700 Ford dealers has been established in St. Paul as a distributing center and source of supply for hundreds of attachments, and parts for Ford automobiles, trucks and tractors.

The new company will be called the Motor Power Equipment Company and will distribute the products of more than 200 manufacturers of Ford accessories, garage machinery, and tractor attachments. The seven hundred Ford dealers in the northwest territory will comprise the dealer organization, and will handle the products distributed by the company. A new building is being erected adjoining the Ford plant in St. Paul. Until completion of the new building temporary quarters have been leased; a display of Ford repair equipment, power farming equipment, Ford accessories and attachments of all kinds is being installed.

The company will have a big display of Ford equipment at the Minnesota State Fair and will invite 1,500 Ford dealers to attend the exhibit.

A. W. Logan, for many years sales head of the sales department of G. Sommers & Company, has been appointed vice president; he will be general manager of the new company and will be assisted by Harry G. Barnes.



Your Copy of this Booklet

tells the story of a new Reference Book of Poster Designing—and is not an invitation to visit the Yosemite!

This illustration is a small reproduction of one of the 76 full-color line and Ben Day prints reproduced on Sunburst Cover, and contained in the big, morocco leather-bound volume "Constructive Cover Designing" (size 11x14 inches, and two inches thick).

This large volume not only shows beautiful color effects, but tells what mixtures of inks produced them and just how they were laid on, giving the number of im-

pressions, the color of underlays, and many other facts of useful information for the Advertiser, the Printer, the Artist, and the Engraver. This kind of practical data has never before been placed at the disposal of the user of cover papers. All this and much more is found in

"Constructive Cover Designing"

"It is the finest poster-designing book of its kind ever published"

—says the INDIANAPOLIS ENGRAVING CO.

Although this work, designed to meet the practical needs of the cover-printing field, has been off the press only a few months, the edition is nearly depleted, and this booklet "Yosemite" has been prepared so that you may know all about "Constructive Cover Designing" before it is too late for you to get it.

HAMPDEN GLAZED PAPER & CARD COMPANY

HOLYOKE

MASSACHUSETTS

Distributors for Great Britain
FRED'K JOHNSON & CO., LTD.
11-b Upper Thames St., London, Eng.

HAMPDEN GLAZED PAPER & CARD CO., Holyoke, Mass.

Send me, without cost, the FREE Booklet, illustrating and describing CONSTRUCTIVE COVER DESIGNING

Name _____

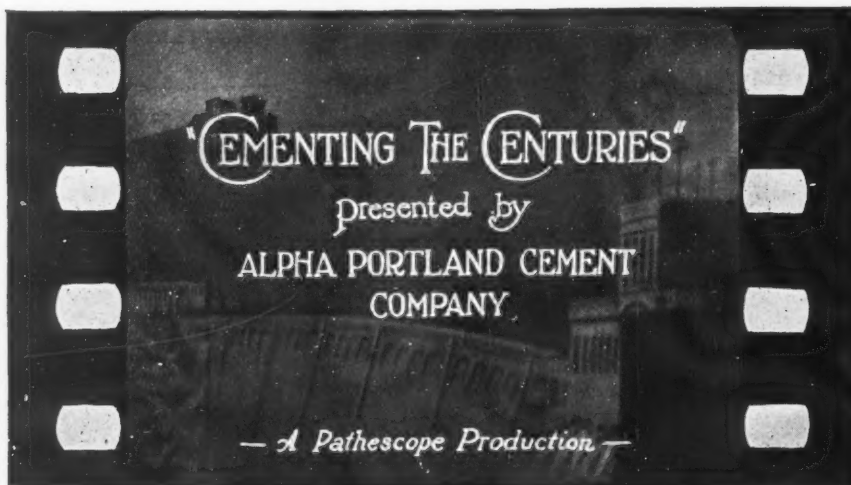
Company _____

Address _____

City _____ State _____

S.M.

Each month another Pathéscope Industrial Film is described here



A graphic story of a magic powder

ALMOST since the "foundations of the earth" were laid, men have used some sort of binder to cement stones together. The masons who built the great walls of ancient Babylon used a mortar that, centuries later, engineers found to be harder than the stone blocks it bound. In the building of the Pyramids, the temples of Greece, and the aqueducts of Rome, in the construction, in our own day, of the Panama Canal and the Roosevelt Dam, the same mighty force of natural attraction has been utilized in many ways through centuries.

While, to the popular mind, cement is a commonplace, prosaic, rather dusty commodity, in its application to modern industry—in gigantic civic structures, great city buildings, and in innumerable uses on the farm—it contains a vital, fascinating story throbbing with the progressive activity of mankind.

An Industrial Motion Picture that would literally dramatize the cement industry was the ideal of the Alpha Portland Cement Company. As leaders in many other industries have done, this company called in the Pathéscope Film Service, and a film entitled "Cementing the Centuries" is the result.

The interest in cement is almost as wide as its use. Engineers, architects, contractors and farmers constantly are in search of authoritative information on the subject, and business men, students and the general public welcome such instruction as is given by this film. It is sent to conventions of industries which use cement, shown before local chapters of national engineering societies, in technical schools and colleges, and to salesmen of the company project it for the benefit of executives and employees of their important clients.

Cement making is a highly technical process, the description of which, to be interesting to an engineer, imposes severe requirements as to scientific accuracy and ingenuity in portraying processes little understood by the layman. The following comment, by the president of the Alpha Portland

Cement Company, signifies a great deal regarding the ability of our staff to quickly and adequately handle technical subjects:

"The work of the Pathéscope Company in this connection was exceedingly satisfactory. As a matter of fact, I was very much surprised to find how completely their operators got into the spirit of our work and recognized the essential details."

A glance over the following list of representative concerns, for whom we have made Industrial Motion Pictures, will show that our experience in technical fields is very extensive.

American Brass Company
American Gas & Electric Co.
Atlantic City Electric Co.
Bigelow-Hartford Carpet Co.
Franklin Baker Co.
(Coconut)

Brooklyn Commercial Body Company

Colgate & Company
Commercial Cable Company
Foamite-Childs Corporation
Hills Bros. (Dromedary Dates)

Internat'l Mercantile Marine
Kirkman & Sons
Linde Air Products Co.
Lock Joint Pipe Company
McGraw-Hill Company

Mosler Safe Company
C. F. Mueller Co. (Macaroni)
National Slate Association
Ohio Power Company
Okonite Company
Owens Bottle Company
Postal Telegraph Company
Radio Corp. of America
Reading Iron Company
Robins Conveying Belt Co.
John A. Roebbling Company
Standard Textile Prod. Co.
Tidewater Oil Sales Corp.
United Light & Railways Co.
U. S. Cast Iron Pipe & Fdry.
Company
U. S. Finishing Company
Westinghouse Lamp Company

In the production of Industrial Motion Pictures we set a high standard and live up to it, because we do all the work ourselves—assume undivided responsibility—write the scenario, take the picture, make the prints on either "theater" or "safety standard" film, and assist in arranging suitable distribution.

We bring to the work years of successful experience, an organization well balanced and adequately financed, a permanent staff of writers, directors and cameramen trained in merchandising and advertising as well as in artistic production, and a modern laboratory thoroughly equipped.

In conjunction with this work we are manufacturers of the new Premier Pathéscope, an ideal projector so exquisitely built that its large, brilliant, flickerless pictures amaze expert critics. It can be used anywhere, any time, by anyone without violating state, municipal or insurance restrictions. Every New Premier Pathéscope bears the Approval Seal of the Underwriters' Laboratories, Inc. The machine weighs only 23 pounds and can be carried in a small suitcase.

Specific uses for Industrial Motion Pictures are innumerable and peculiar to each business. We invite an opportunity to show, either at your office or the Pathéscope Salon, what we have done for others in your industry, and to discuss the possibilities in your business

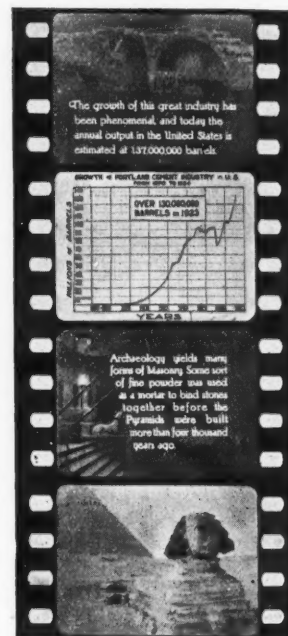
INDUSTRIAL FILM DIVISION

The Pathéscope Company of America, Inc.

Suite 1824 Aeolian Building, 35 West 42nd Street, New York

Willard B. Cook, President

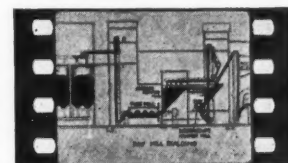
Agencies in Principal Cities



Like some huge subterranean monster, the electric loader has an insatiable appetite for stone



Animated diagram of the complete sequence of operations in a modern cement mill



A \$500 Mail Campaign That Brought Back \$24,000 Worth of Orders

Majestic Costume Company Introduces New Line by Mail at Two Percent Sales Cost

A MAIL campaign of four pieces—two government post cards, a printed letter, and a post card return order blank—recently brought the Majestic Costume Company, of New York, orders totaling \$24,000.

There were approximately eight thousand customers and prospective customers on the list; by August 4th 221 actual orders had been received. More than that, the show rooms in New York have been crowded with buyers who were influenced to visit the company as a result of the mailing.

The Majestic Costume Company is one of the largest dress houses in the world; they have always featured three distinct lines of dresses, priced at \$13.75, \$16.75 and \$21.75. The latter two lines have been sold under the firm name of the Seigel-Levy Company.

During the summer it was decided to add another price and introduce a line of dresses at \$10.75.

Then came the problem of introducing the new line—to "put it over" through the mails. Conditions were not the most favorable, the trade was in the midst of a slump in business—at least

they thought business was slow and hard to get. Retail buyers could hardly be expected to wax enthusiastic about new lines when lines on their shelves were not moving with any noticeable speed.

To add to the complications most of the buyers in the dress goods trade were on buying trips to New York; those who were not already in New York were planning to start.

Campaign Exceeds Expectations

When they started to plan the mailing there was little hope of obtaining any large volume of orders. Rather, the mailing was planned to arouse enough interest to bring the buyers to the New York office when they came to market. However, they thought the mailing would be worthwhile for this purpose alone, and for the few orders it might bring in from buyers who were not planning early trips to the New York market.

To add interest to the new line,

and to insure the letter's receiving attention, two post cards were mailed out a day apart as a teaser. Both these cards were printed in imitation of a clipping from some newspaper. The first one was headed, "Majestic Costume Company Again Holds Center of Interest." The second card carried a similar message headed, "What Is Majestic Costume Company Going to Do?"

On the fifth day the letter went out. It was a plain, printed letter, with no fill-in and no attempt to imitate a personally written letter, for the heading, body of the letter and signature were all printed at the same time on an ordinary press. (Cut of letter is reproduced below.)

The letter announced the \$10.75 line, and explained the features of the various styles offered at this price. With the letter a post card order blank was enclosed. It read, in part, as follows: "We want a quality line to serve our customers well and bring them back to our store. We believe better dresses bring better business. So please ship, on approval, your 'Leading Ten' at \$10.75. Will return, if at all, within a day of receipt."

THE NEW YORK

MAJESTIC COSTUME COMPANY AGAIN HOLDS CENTER OF INTEREST

Eyes of the Dress Industry Are Focused on Main New York Offices Awaiting Verification of Reports

The Majestic Costume Company of New York, Chicago, St. Louis, Cleveland, Kansas City, Seattle, San Francisco, Los Angeles and Boston—the World's Largest Dress Organization, are again holding 'focused' on their New York Offices, the eyes of a vast and interested trade.

Eagerly, everyone is waiting for this huge manufacturing organization to break their silence and startle the dress world with news that will open their eyes.

While rumor upon rumor has piled up from day to day, it seems assured that their latest line for Fall will be an addition to their famous \$13.75 one—A specializa-

MAJESTIC COSTUME CO.
MANUFACTURERS OF
DRESSES
—ONE-UP WITH NEW ORIGIN—
NEW YORK

Introducing Our \$10.75 Line!

We knew that \$10.75 lines are as plentiful as peanuts, — but we did not enter this field just to be "one in a bag".

It was to satisfy a need that we know is prevalent for a **QUALITY LINE** that was our inspiration.

We hate dealers just as much as you do! Just the same, some things must be said!

We must tell you that our new line measures up to our self-imposed high standard of making every garment **FIT-ONE**. — **EXACTLY SIZED** from 16 to 46, — and fashioned authentically in standard fabrics.

Backed by an Organization with a keen sense of responsibility, the intensive application of our successful manufacturing and distributing principles of "Economy and Value through Volume" is a guarantee that it will at all times render satisfaction supreme.

"Better Dresses Bring Bigger Business".....

When a Factor in an Industry makes a new move and does it right, it is usually characterized by definite advancement.

You must see this line

Co-operatively yours,
Mortimer A. Low
Director of Service.

N-A-LOW:ED

MAIL
the enclosed card NOW!
It will bring you the "Leading Ten" at \$10.75

The letter and the two post cards that comprised the "campaign" for the Majestic Costume Company.

THE NEW YORK

WHAT IS MAJESTIC COSTUME COMPANY GOING TO DO?

Many Rumors Are Afloat Concerning The Next Move In The Dress Industry

What is the Majestic Costume Company going to do? This question has been on the lips of everyone for the last few weeks.

Always a subject of speculation among Dress Buyers, and the Members of the industry alike, the plans of the Majestic Costume Company for its Fall Campaign has been a topic of conversation everywhere since the rumors became current that there is shortly to be an announcement of special interest.

Of course, it is expected they will be important improvements, in fact Majestic policy of manufacturing dresses has been so thorough in every phase, that each new contribution has been characterized by definite advancement.

Meanwhile, the entire Majestic Organization continues to remain silent, and are concentrating their efforts on

THE COLUMBUS DISPATCH



94,150

average daily paid circulation for
6 months ending March 31, 1924

Advertising Leadership

For the first seven months of 1924 the Dispatch exceeded the other Columbus Newspapers combined by 2,094,189 lines.

DISPATCH 12,231,807 lines
SECOND PAPER 5,006,314 lines
THIRD PAPER 4,231,304 lines

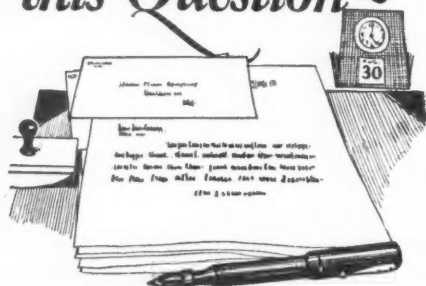
204
exclusive
national
advertisers
first 6 months
1924

215
exclusive
local display
advertisers
first 6 months
1924

Make Central Ohio Your Test Market

The Columbus Dispatch
OHIO'S GREATEST HOME DAILY

Ask Yourself this Question~



Before You Sign Today's Mail

Will your letterhead give the proper impression of the reliability of your concern? If you cannot emphatically answer "Yes"—get a letter in the mail asking us for samples of

Lithographed Letterheads That Do

No obligation—and here's the address

Higgins & Gollmar
Incorporated
Lithographers

36 Ferry St. New York, N. Y.

If it's Lithographed—we do it!

Sales Jumped When We Told Buyers How To Use Our Product

(Continued from page 1458)

them. With this idea in mind we staged about two years ago a harmonica contest at a fashion show held in Baltimore. The contest was a great success and the idea spread rapidly to various other cities. In a short time newspapers in all parts of the country were offering prizes to winners of the local harmonica contests, which proved to be a big boon for the trade. We still spend a lot of time and money on contests and donate a harmonica gratis to every contestant whether he wins a prize or not.

Dealer Helps Galore

"Another way we help the dealer, as well as ourselves, is by shipping most of our harmonicas in packages and boxes, which, when opened, become attractive counter or window displays. Ordinarily a dealer receives his goods in a wooden or pasteboard box. At the time of its arrival he may be too busy to open it and place the goods on display, hence he's apt to stick it in a corner or under the counter. Then again he may remove a few articles and drop them into an inconspicuous spot, planning to give them a more prominent place when he rearranges his counter or window. As a result, neither he nor the manufacturer gets the maximum amount of benefit. When a dealer opens one of our packages, however, all he has to do to obtain an attractive display is to stand it up on end.

"We keep two men on the road all the time calling on jobbers and dealers. These men do whatever they can to help jobbers and dealers solve business problems, and sell as they go along, but they are under strict orders not to load up anyone with goods. Any orders they round up from dealers they put through the local jobbers, hence they are salesmen for the jobbers as well as for us. Not infrequently they induce a man to accept less than he wants to order because his past sales and his potential future business do not warrant a quick turnover. We would rather have a man order a week's supply every week than ten weeks' supply every ten weeks. When a man orders every

week he's convinced the article is a fast seller and he is very likely to talk it up to prospective customers. On the other hand, if he sees a lot of that same goods hanging around for a month or more he gets the idea it isn't selling so well, whereas in reality it is selling just as fast.

"We could very easily ship out more goods than we do, but if we did, our merchandise might not flow as evenly and steadily. We might have to bother with returns, the trade might not cherish the same high opinion of our stock, we might not be able to collect our accounts as promptly, and we might run into overproduction, compelling us from time to time to shut down the plants. So to avoid these unpleasant and costly phases we refuse to sell to our clients any more than they can sell within a reasonably short period."

While the Hohner concern has devoted a great deal of attention to its harmonicas during the past two years, it hasn't neglected its accordions, and today as the result of applying the same merchandising methods it is selling more accordions than it ever did since it organized its business in 1857.

The Ford Motor Company will erect a plant in London capable of turning out five hundred cars daily, according to a recent announcement. The plant, which will occupy three hundred and seven acres, will be located on the Thames River at Dagenham, with a water frontage of 2,300 feet. The site is crossed by the L. M. and S. Railway, and is also served by the River Beam and canal, as well as having access from the Thames.

The intention is to manufacture all-British Ford cars, and if the enterprise at Dagenham develops, to supply from there both the British and the Continental trade. The new plant will provide employment for approximately 10,000.

Commencing with an annual sale of 1,485 cars in Britain in 1911, the demand for Fords in England has steadily increased until a record of 40,000 cars and trucks was reached.

Dartnell Cut Sales Costs \$35,000 a Year

With Hooven Automatic Typewriters

It is now just a year since The Dartnell Corporation of Chicago dismantled a force of thirty salesmen which it employed in the sale of its service to sales executives, and put Hoovens on the job.

During the past year, with three Hooven Automatic Typewriters, Dartnell sales have increased forty per cent. Not only were more subscribers to the service secured during the twelve month period, but they were secured at a cost of \$2.05 a subscriber as compared with a cost of \$18.00 a subscriber under the old selling plan.

What Hoovens Are—and What They Can Do

You don't have to revolutionize your business to put Hoovens to work. You don't have to even hire an operator, because the Hooven is so simple that any bright telephone operator who is an accurate typist can learn how to write real personal typewritten letters—the same identical letters that your personal stenographer writes for you.

With Hoovens you can write thousands of genuine letters, with carbon copies that you can use to follow up; with the name of the man you are writing to and other special information written right into the letter at the same time the letter is written. A Hooven never tires. It never stays home. It never comes down late. It never slackens. It keeps on writing all day long, at the rate of from 100 to 300 individually typed letters a day.

Hoovens not only save you the sal-

aries of from three to ten typists but they make it possible for you to systematically work carefully selected lists of prospects in a way that *commands* attention. A careful check of the returns between individually typed letters and process letters by a publishing house on magazine subscriptions shows that where the process letters pulled slightly less than two per cent returns, the Hooven pulled better than twelve per cent.

There are many ways that Hoovens might be used in your business to help salesmen; to cut sales costs; to develop inquiries; to work the small town account; to secure special information; to intensively work select lists of preferred buyers. It will cost you nothing, and place you under no obligation whatsoever, to let us draw up a Hooven plan for your business just as we drew it up for Dartnell.

Hoovens are Making Thousands of Dollars for Hundreds of Concerns — Perhaps They Can Do as Much for You

HOOVEN CHICAGO COMPANY

417 South Dearborn Street, Chicago
Telephone Harrison 9288-8634

HOOVEN LETTERS, INC.
114 East 25th Street
New York

HOOVEN AUTOMATIC
TYPEWRITER CORP.
Manufacturers
Hamilton, O.

Are You Reaching the Buyer in the Church Field?

He spends \$500,000,000 a year for building, remodeling, outfitting.

How much does he give you?

Many of our advertisers have not missed an issue for fifteen years.

It pays them—it will pay you.

Send for our building bulletin which is sent free each month to our advertisers.

The Expositor

The Ministers' Trade Journal
Founded in 1899

F. M. BARTON COMPANY
Caxton Building, Cleveland, Ohio

Chicago New York
37 S. Wabash Ave. 17 West 42nd St.

This Advertising Paid Its Way!

IN some sixty of the best publications in this country an advertising campaign is now running that in mail orders alone pays our client one dollar net profit on every dollar spent for advertising!

What should the same intensive thought applied to your campaigns be worth to you?

FREE Write today on your business stationery, mentioning "Sales Management," and we shall be glad to send you reprints of articles on mail order selling by

Ralph K. Wadsworth
a recognized authority
on mail order selling

Grant & Wadsworth, Inc.
342 Madison Ave. New York City

Advertising—Creative Marketing



The Sales Manager's Book Shelf

BUSINESS WRITING, by S. Roland Hall. (McGraw-Hill Book Co.) Roland Hall's books are seldom disappointing, and this one is no exception. Out of all the books on business writing that have come to us during a year's time, we should place this one within easy reach among those on our bookshelf where we keep suggestions and information and reference matter of daily utility.

BUSINESS WRITING is a characteristic Hall book; no useless paragraphs, solid meat and a liberal sprinkling of "work-shop" advice in every chapter, numerous effective illustrations, the kind of book that contains some valuable material for almost everyone who wants to know more about business writing beyond the letter-writing stage.

Mr. Hall covers business magazine articles, copy for newspaper items of business character, house organs, the writing of reports, copy for advertising, and finally, gives some suggestions for improving English.

The sections on house organs and reports are particularly helpful. In his discussion of house organs, the author takes some well-known publications of this type and analyzes the reasons for their success, points out the factors that make them readable and lively and interesting, and suggests sources of material for house organs, showing how this material may be handled and developed for this purpose.

In his preface to the book, Mr. Hall states, "The thought that the author has kept in mind throughout the succeeding pages is this: 'I have as my reader an alert young man or young woman, who, having qualified as a capable, versatile correspondent, is now desirous of undertaking writing of a broader scope. How can I aid such an earnest reader?'"

THE ABILITY TO SELL, by Merrill Jay Ream (Williams & Wilkins Co.). In this book the ability to sell is considered in its relation to certain aspects of personality and experience—as a problem in psychology. It relates experiments made primarily for the purpose of developing a scientific method for the selection of life insurance salesmen. These tests are not to be confused with phrenological character "analyses," but rather are to be regarded as vocational tests for determining the background, education, personality factors, etc., that have been found usually to accompany sales ability.

These tests were developed in the School of Life Insurance Salesmanship at the Carnegie Institute of Technology, where a specific feature of the school is a requirement for a specified amount of soliciting in the field, and actual selling of insurance while in attendance. The sales records of these

men served as a criterion of success by which the methods of selection were evaluated. To each of two groups of life insurance salesmen was given a series of psychological tests, and the method evolved showed that it correctly classified more than seventy-five per cent of the salesmen.

The tests used are described in the book, and a summary of results given.

COLLECTION LETTERS, by Robert M. Dulin (The Ronald Press). Robert M. Dulin is general credit manager of the Gates Rubber Company, and much of the material which he has incorporated in **COLLECTION LETTERS**, and its companion volume, **CREDIT LETTERS**, has come directly from his own experience.

COLLECTION LETTERS is divided into sections, each of which covers letters suitable and effective for use according to the amount of time that has elapsed between the time the account became due and the time the letters were written—fifteen-day letters through ninety-day letters make up six divisions. The remaining three sections cover promises of payment, drafts, and recourse to law.

The appeal of this manual lies in its brevity; editorial matter is very limited, the great majority of the space being taken up with many examples of good letters to fit various situations.

CREDIT LETTERS, by Robert M. Dulin (The Ronald Press). The theory back of this treatment of credit letters (as well as that of **COLLECTION LETTERS**) is that credit matters should not, in present-day business, be regarded as a problem in diplomacy, nor should financial statements be considered as private information. These letters are all straightforward appeals for cooperation in securing credit information direct from the customer.

"The letters that are given here handle the subject frankly, confidently, and without gloves," the author says. "Although firm and positive and explicit in their expression, they present the request in such a way that no fair-minded or well-intentioned business man may take offense."

The material in this manual covers requests for property statements, credit information, shipments held up, discounts, acknowledgment of orders, and such miscellaneous adjustment matters as come within the province of the credit department.

As in **Collection Letters**, the majority of the space in the book is devoted to reproductions of letters that have been tested out and found effective.

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Straight Facts about

SOUTHERN RURALIST

for Advertising Agencies and Manufacturers

*400,000 net paid
guaranteed*

EARLY in June the following announcement was made to buyers of advertising: "Effective July 1, 1924, Southern Ruralist circulation will be 400,000 net paid guaranteed and the advertising rate \$2 per agate line flat."

Clients of Southern Ruralist have been fully informed regarding this revision. They have accepted it with confidence and cooperation. It appears, however, that certain interests are seeking to disturb these friendly relations by setting in motion a number of false rumors.

*Facts instead
of rumors*

That such attacks are unwarranted will be apparent to all who know Southern Ruralist policies and methods. Nevertheless we are pleased to make the following statement as a point of information for the general advertising public.

*An unparalleled
investigation*

Southern Ruralist is just completing one of the most exhaustive investigations on record for the purpose of verifying the character of its circulation. Subscription lists are being checked, doubtful names removed, and the accuracy of those remaining established beyond dispute at a cost exceeding \$75,000 for clerical work and postage alone. Our guarantee, therefore, will not be questioned by any save those who have selfish reasons for seeking to discredit it.

*Confidence of
advertisers*

On the basis of official audit figures, Southern Ruralist has made prompt refunds in full to advertisers. Without exception, settlements have been satisfactory to all parties concerned; to our knowledge, not a single account has been lost as a result of the situation outlined.

*Expansion plans
for the future*

Southern Ruralist proposes to continue without interruption extensive plans for expansion begun two years ago. A site has been purchased and Southern Ruralist will shortly begin erection of a beautiful new home which will be, when completed, the largest and best equipped publishing plant in the South.

Far from relinquishing 31 years of leadership in the territory it serves, Southern Ruralist contemplates one action only—further progress. It is still and will continue to be "Supreme in the South." You may depend upon that.

The theme of this advertisement has been treated more at length in a booklet, "Facts for the Buyers of Advertising." We will gladly mail a copy upon request.

SOUTHERN RURALIST



ATLANTA, GA.

CHICAGO
J. C. BILLINGSLEA
123 W. Madison St.

NEW YORK
A. H. BILLINGSLEA
342 Madison Ave.

ST. LOUIS
A. D. McKINNEY
1411 Syndicate Trust Bldg.

MINNEAPOLIS
R. R. RING
Palace Bldg.

S U P R E M E I N T H E S O U T H





Men Who Will Help Us Answer Your Sales Problems



Problems in Jobber Sales

BENTLEY P. NEFF

President, F. A. Patrick & Co., Duluth,
Manufacturers and Jobbers

Problems in House-to-House Selling

F. S. BEVERIDGE

Vice-President and Director of Sales, Fuller
Brush Company, Hartford, Conn.

Problems in Market Research

R. O. EASTMAN

Of R. O. Eastman, Inc., Cleveland

Problems in Export Selling

HENRY H. MORSE

Chief, Domestic Distribution Division,
Department of Commerce, Washington, D. C.,
Formerly Sales and Export Manager,
Regal Shoe Company

Problems in Salesmanship

WILLIAM MAXWELL

General Sales Manager, American Safety Razor
Corporation; Founder, William Maxwell
Institute of Salesmanship

Problems Regarding Advertising

CHARLES W. MEARS

Counsellor in Marketing, Formerly Advertising
Director, Winton Company, Cleveland

Sales Cost Practices

JAMES P. MCGREGOR

Certified Public Accountant
Chicago

Problems in Industrial Selling

GEORGE S. WHYTE

President, MacWhyte Company, Manufacturers
of Wire Rope, Kenosha, Wis.

What Can We Do With the Branch House that is Losing Money?

Editor, SALES MANAGEMENT:

Between 1910 and 1920 we added ten branch houses to take care of our rapidly growing business. Although our business has continued to grow, we have reached the point where we are beginning to question the actual necessity of these branch organizations. With the exception of three or four branch houses we believe that we could eliminate the others and still maintain a volume of business practically equal to our present volume. However, we hesitate to make the trial because our strongest competitor has branch houses in nearly all of the towns where ours are located.

Can you tell us of the experience of any other manufacturer who has eliminated a number of branch office organizations? Our branches are self contained, in that they have their own shipping, billing and accounting staffs, as well as a branch manager, sales manager and credit manager. This overhead burden is excessive, although we are frankly at a loss to know how to reduce it without jeopardizing our volume of sales.

Several manufacturers have faced and solved this problem by turning to the public warehouse as a means for carrying branch stocks quickly available for immediate shipment. We presume that the necessity of being able to compete in the matter of freight and deliveries is the prime factor that caused you to build up this branch office organization.

If that is the reason, we are confident that you could dismantle the most of your branch office organi-

zation and still offer the service to your customers. Billing should be done from your home office.

The matter of credits can be handled, as it is being done by others, by compiling a list of customers whose credit is approved. This list is placed in the hands of all salesmen. When they sell any of these customers, the warehouse would be authorized to make immediate shipment. In case the salesman sells a new customer whose rating is unknown, it would be necessary to obtain a credit authorization before shipment could be made.

We know of one concern which has compiled a list of every possible customer in a number of territories where shipments are made from warehouses. When shipments go forward, a record is mailed to the home office which immediately invoices the goods to the customer.

The warehouse receives the stock in carlots and stores it until called for. Shipments are thus dispatched as quickly as if they were made from the branch office itself. In several cases public warehouses afford office space for district or branch sales managers and their men. In this way a huge saving in overhead is effected, without slow-

ing up shipments or service to customers in any way.

Since trying this plan one manufacturer reports that there has been no slowing up of sales, and that his service is equally as prompt as it was when he maintained expensive branch office organizations in a number of cities where the business did not warrant the extra overhead executives. This plan will, of course, require a certain amount of effort to get started, but the saving it will bring about will more than offset the trouble in making the change.

Some concerns have found it possible to carry stocks in twice as many strategic distribution points by using public warehouses than would be possible under the branch house plan, which gives them an edge on competition which is particularly effective in these days of hand-to-mouth buying. Dealers appreciate this added service and can be induced to push your line aggressively because of the quick turnover possibilities of stocks which may be obtained immediately.

Our suggestion is to investigate the warehouse situation thoroughly. We believe that you will find the warehousemen thoroughly capable of handling this problem for you.

How Can Business Women Be Reached with Samples?

Editor, SALES MANAGEMENT:

Sampling is an important part of our sales promotion plan. Our product, one that appeals to women, should be sampled in the homes. This is easy, but we feel that we ought to reach the hundreds of young business women who are never at home in the day time. In towns such as Washington there are vast numbers of girls who live in rooming houses and which we have, so far, been unable to reach.

In Washington there is a rule against sampling government workers during working hours, and in nearly every other city we find it difficult to reach the girls who are employed because of rules against going through offices. In the evenings they come out in such hordes that we are unable to reach any great number of them.

Can you give us any suggestions that would enable us to reach these prospects with a sample of our product?

There are several suggestions which may be helpful in reaching a part of the class of prospects you mention. In large offices and factories it is often possible to obtain permission to sample the workers at lunch time. Many places such as these have rest rooms or cafeterias, where it would be possible to reach a high percentage of the workers.

Then you might try sampling in the morning as your prospects go to work. They come to work in smaller groups and it would often be possible to stand in front of the entrance of one of the buildings and sample all the workers who use that particular entrance. Next morning you could move on to another building or entrance, and so on until you have completed.

We think you will find it better to give out fewer samples carefully than to give out vast quantities of samples without making any attempt to give each recipient a short talk on the merits and uses of your product. While it is true that a number of concerns are content to have their sample men walk along the street and hand a sample to every one who comes along, we have found that many concerns claim this method is too expensive for the results it produces, because there is too much waste due to the brand name not being thoroughly impressed upon the person who receives the sample. This can be overcome by sampling more slowly and taking the time to make a brief

talk every time a sample is handed out.

Most of the large tobacco companies are past masters of the art of sampling, and they are very strict in instructing salesmen not to pass out samples promiscuously. They insist that each donation of a sample must be accompanied by a personal talk and demonstration. One company requires its men to open a package, push out a cigarette, and offer it to the prospect at the same time giving him a light and the opened package. If the package were not opened, the prospect would be tempted to trade off the original package for his regular brand and not try the sample at all.

Hurriedly done sampling is oftentimes not worth what it costs. Carefully and systematically done, it is often a real stimulator and builder of business.

The Problem of the Jobbers' Catalog Bobs Up Again

Editor, SALES MANAGEMENT:

Some of our salesmen object to our insistence that they invariably run through every page of our catalog with every dealer. They claim that dealers will not stand for this practice, and that it is unnecessary. Our line (hardware) consists of thousands of articles and our catalog is as thick as an old-fashioned family Bible.

We take the stand that the salesman never can tell what his customers may need, and that the average jobber's sales could be vastly increased if salesmen took more time to run through their catalogs. Some of our men claim that a real salesman is more than a mere catalog-thumper—that he makes up his mind what lines he will push each trip and gets all the available business from these lines, depending on the dealer's want book for fill in items.

One of the best jobbers' salesmen we ever knew had a regular "litany" which he went through with practically every customer. It started with "ax-handles" and continued through the line to "zinc." He was an adept at turning the pages of a catalog and had such an interesting line of talk that few dealers would refuse to listen.

On the other hand, we have known jobbers' salesmen—good ones, too—who depended on their catalog solely for pricing; these men had the knack of knowing what a dealer needed. They will nose around a store making notes here and there until they have sized up the stocks with a surprising de-

gree of accuracy. They contend that the way to sell is to find out what the dealer is running short of, instead of showing him a glittering array of catalog pages hoping that he will see something he needs.

In this discussion we have not considered the necessity for selling futures. Futures cannot be sold either by thumbing catalogs or poking around dealers' stocks and warerooms. In selling futures the jobber's salesman becomes, for the moment, a specialty man, pushing one line at a time, and "selling" it instead of taking orders.

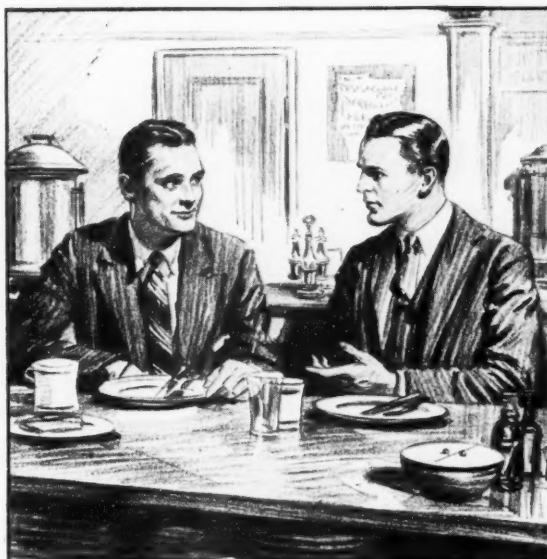
For this reason we would say that there is no answer to your question as to whether or not a jobber's salesman should run through every page of his catalog every trip. He should, if he can, induce the dealer to "stand hitched." If he cannot, he should devise some other plan for reminding the dealer of every seasonable item in his line.

One of the things that makes the jobber's salesman's work seem so difficult is the knowledge of so many thousands of items. But when we consider that a large portion of the complete line is always unseasonable, the problem seems easier. It isn't necessary to push snow shovels and lawn sprinklers at the same time of the year. So in reality the size of the line equals only the number of items which are seasonable.

Perhaps your men can solve the problem this way. Let them make a list each trip of "futures" which must be pushed. Get them out of the way first; then take up the matter of running through the catalog, page by page, on all seasonable and staple items.

Judge Hickenlooper of the Federal Court, Cincinnati, Ohio, rendered a decision in a recent patent suit in favor of Palm, Fechteler & Co., 67 Fifth Avenue, New York, sustaining their right to manufacture their Novar Transfer Nameplates.

This decision will be of interest to all manufacturers using nameplates, as it allows the makers of Decalcomanie Transfers to manufacture, without restriction, the so-called Novar Nameplates, a nameplate which is applied easily and quickly by sliding from the paper to the article.



The story of two men *who started side by side*

THEY CAME UP through school together and started work in the same office at a few dollars a week. Those were joyous, care-free days. They lunched at cheap restaurants; they saved enough for a ball game Saturday afternoon or the theater Saturday night. The years stretched out far ahead. Without thinking very definitely about the future, they knew that sometime "things would break" if only they did their work and kept their health.

So for three years they moved along evenly, receiving petty salary increases and enjoying the thrill of the new game. They met two young women and became engaged.

He insured himself against failure

Then along in their fourth business year, there came a change. One said: "After all, this business game is pretty tough. It's a fight. I wonder what I can do about it."

He found in the Alexander Hamilton Institute a definite plan of business reading which gave him a new impulse and new self-confidence. As an extra locomotive, hitched to a train, makes its power felt from the first moment, he was conscious *immediately* that a new, fresh force was at work for his business and financial progress.

He talked to his friend about it, and the friend was interested. "Probably a good thing," he said, in his easy-going way. But the matter never went further, and gradually the two found that their interests were diverging. Both were working harder than ever. But one was thinking; and in the office the executives watched them both and saw that one of them *did* think.

So one man began to forge ahead

Ten years passed, and somewhat to their surprise they found themselves at the threshold of middle age. One of them has arrived. He has experienced the big satisfaction of succeeding while he is still young. The other still works and wonders, and does not quite understand.

Ten years look long, but they pass with almost unbelievable rapidity. Will you, in justice to yourself, spend fif-

teen minutes with the question: "Where will I be in business ten years from now?" May we send you a little book called "A Definite Plan for Your Business Progress"—an interesting book of facts and letters?

This book is yours for the asking

When you have read it quietly, without pressure or haste, you may decide that the Institute has something of value to offer you. This may be true if you are president of a corporation (more than 27,000 presidents and business heads have followed the Course and are enthusiastic about it). It may be equally true if you are at the very beginning of your career, for among the 250,000 men enrolled are some whose business position and salary were precisely like yours.

But whether you decide to go further or not depends entirely on yourself. The facts will come without obligation or cost. Simply fill in the coupon—but do it *today!*

Alexander Hamilton Institute



Alexander Hamilton Institute

155 Astor Place

New York City

Send me the book, "A Definite Plan for Your Business Progress," which I may keep without obligation.

Name _____ Please write plainly

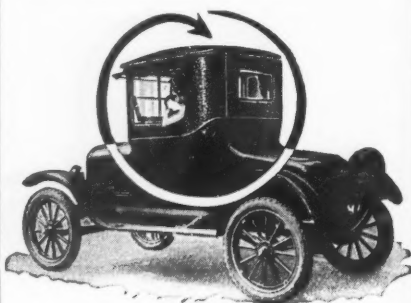
Business _____

Address _____

Business Position _____

Mr. Sales Manager

In seeking ways and means to speed up sales, has it ever occurred to you that your best equipped men automatically speed up—



California Koupet Ford Tops

have turned the trick for Liggett & Meyers Tobacco Co. and others, who furnish "KOUPE TOPPED FORD" cars for their sales force. These tops are a boon to the salesman—he is jovial and good-natured, contented and loyal.

Koupet Tops are cool in summer and warm in winter. They are noiseless, stylish, durable, economical and will pay big dividends in increased efficiency of your sales force.

Write factory today

Koupet Auto Top Co.
Belleville, Illinois

Will Money in the Bank Help Salesmen Sell?

Who makes the best salesman—the improvident, irresponsible fellow with "home worries"—or the man with money in the bank?

Thrifty, independent salesmen seldom "flirt" with sidelines. The salesman who feels "safe" financially is not taking long chances on going into business for himself.

What a Salesman Should Know About Finance

By J. C. Aspley

is a commonsense, coat-pocket-size book on thrift for salesmen. It points out the advantages of saving money in an entirely new way. Makes salesmen content with their jobs and shows them that their best bet is to make and save money where they are. It also opens a salesman's eyes to the importance of conserving the company's money as well as his own.

\$1.10 on Approval

The Dartnell Corporation
1801 Leland Avenue
Chicago

Plans of Automobile Expense Control of U. S. Gypsum Co.

(Continued from page 1474)

miscellaneous, and depreciation and insurance. These items are kept, not only for each month, but also cumulatively; so that the company has at all times a complete history of each car in the fleet and of all expenditures on it. Depreciation is figured as follows: first, 20 per cent of the initial cost of car and equipment is subtracted as the probable amount of salvage that could be obtained when the car is discarded. Then 40 per cent of the remainder is figured as depreciation during the first year and 20 per cent for each of the succeeding three years. This allows for complete rehabilitation of the fleet at four-year intervals.

Analysis of the monthly reports for 28 months shows the cost per mile as follows: repairs, \$.0163; gas and oil, \$.0185; tires, \$.0084; miscellaneous, \$.019; total operating cost, \$.0622; depreciation and insurance, \$.022; total cost (average of fleet), \$.0842. On a straight comparison with railway mileage, of course, this appears expensive; but the appearance is reduced to what it is worth when it is observed that the average number of calls per salesman per month has been increased by 50 per cent and that, as has been indicated, the results of these calls increase in geometrical ratio to their increase in number.

Simplification Would Help

Few defects in this system of fleet-control have been discovered. The one serious fault with it is that it does not absolutely insure thoroughness and disinterestedness of inspection. It might also be improved by simplification. These further advantages require the co-operation of the automobile dealer or repairer and, to that end, of the automobile manufacturer. It is believed that, if manufacturers will cooperate with fleet-users in the establishment and maintenance of a national fleet-inspection service, the efficiency of the automobile in sales-work will be incalculably increased and the number of fleet-users can be increased correspondingly.

Without automobiles the Gypsum Company would never have been

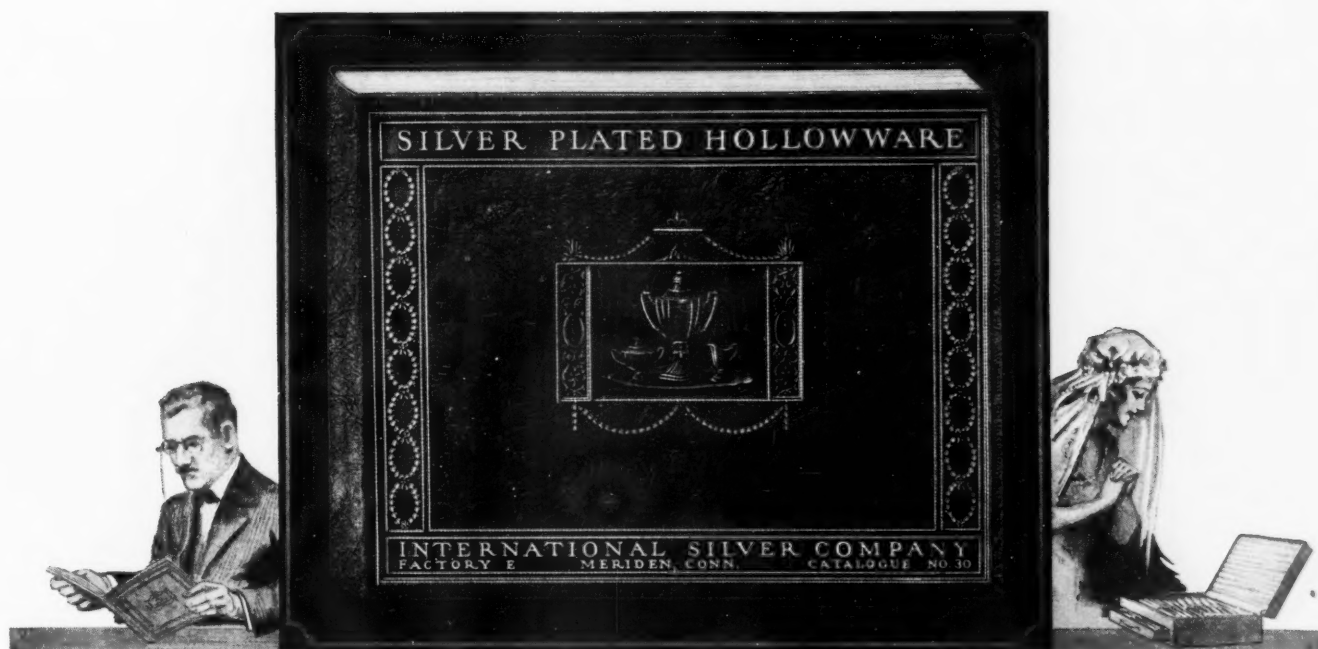
able to expand rapidly enough to keep pace with the vast expansion that has come about in the building industry. As stated at the beginning of this article, the building trades have undergone a vast change. What were formerly considered luxuries are now necessities, demanded in even the most modest homes. Fire-resistance, insulation, structural soundness, and artistic decoration are no longer luxuries.

These standards have brought about an increased demand for new building materials, the introduction of which have imposed new merchandising problems which have been met, in this company's case, by the introduction of new materials and a great increase in the amount of education work performed for and among our customers and their customers and prospects.

How the Business Grew

These developments in the building trades have brought many new materials in our line; it started with gypsum plaster; now it includes all varieties of gypsum plaster for the base-coats and finish-coats of interior walls, moulding plasters and Keene's cement for all sorts of special finish and ornamental work, besides specialty plasters for sculptors, dentists, surgeons, orthopedists, potters, and a score of other professions and crafts. Then came plaster boards—fire-resistive substitutes for wood lath; then, as a result of the Government's needs during the war, Sheetrock, the fireproof gypsum wallboard; then an exterior sheathing-board of gypsum; then, to solve finally the problem of decorating wallboards without panels, Textone, a coldwater paint.

By such stages as these the Gypsum Company's list has increased so that the majority of salesmen sell some fifty commodities offered by the firm to its dealers. Without a carefully worked out sales plan which makes use of automobiles to enable our salesmen to multiply the number of calls they formerly made we could never have kept pace with the growth of the building industry as we have.



Quality Covers Help Sell Silverware

COVERS which are in keeping with the character of the merchandise are of invaluable assistance in selling such an article as silverware.

Therefore, the Molloy artist who designed the cover of the International Silver Company's book fashioned a pattern which would please the discriminating eye of the jeweler, accustomed to judging beauty. Heavy embossing and the rich texture of the fabric itself contribute to the finished effect, which is irresistible in its appeal.

Molloy Made Covers add immeasurably to the attention value and sales power of any catalog or counter book. And their durability insures a long life of service, whether their mission be on a jewelry store show case or a machine shop bench.

Compared to the service they render, the cost of Molloy Made Covers is most moderate. Let us submit a design for a cover which will increase the effectiveness of your next book, whether it be loose-leaf or permanent binding. Write to us.

Molloy Made Covers are made only by

THE DAVID J. MOLLOY COMPANY, CHICAGO, ILLINOIS
2857 North Western Avenue

Prospect-Fourth Building, Cleveland
1820 West 38th Street, Los Angeles

300 Madison Avenue, New York
Carlton Publicity, Ltd., London, England

MOLLOY MADE

Commercial Covers  for Every Purpose

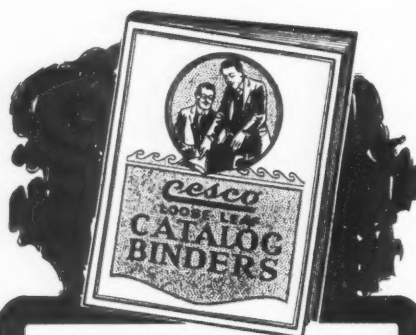
Advertise your business - but keep your private affairs to yourself

DON'T shout when talking into the telephone. Put a Whisper-it Mouthpiece in place of the one now on your telephone and you can talk in natural low tones, *even whisper*, yet be perfectly understood by the listener at the other end of the wire — *and by him only*.

And the Whisper-it is sanitary — only highly polished glass can touch the lips. Safeguard your confidential conversations.

Send a dollar now for a Whisper-it Mouthpiece for your telephone. Money back if not satisfied.

Live Agents Wanted



GETTING OUT A CATALOG? Send for This Book

It illustrates and describes an extensive variety of binders for Loose Leaf Catalogs, Price Lists, Sales Manuals, Photographs, etc. It shows exclusive types especially devised for general distribution purposes. CESCO Catalog binders stand out from the rest — because we specialize in covers of original and distinctive design. Samples and suggestions freely submitted. Send for the book illustrated above — it may help you by suggesting just the sort of cover you require.

The C. E. Sheppard Co.
260 Van Alst Ave.
Long Island City, N. Y.

Why We Stopped Making and Selling a "Line" of Candies

(Continued from page 1452)

that their merchandising must always be governed by juvenile whims and vagaries. Patronage from adults, it was thought, must always be incidental to the bulk of buying done by youngsters. Mr. Williamson's opinion ran contrary to this, and events showed that he was right.

It had been seen that successful candies which were left to themselves would die in a year or so. His opinion was that if those same candies were advertised to the public under a catchy name they would not die any more than Quaker Oats, Cream of Wheat, Robert Burns cigars, Coca Cola and similar products have died.

Two Thousand Per Cent Increase

This was exactly the result. The advertising, newspaper and billboard, opened in Chicago, and in a very few months its effect was so evident that it was extended to other cities. The usual method was to commence with "teaser" copy in the shape of window strips, posters, etc. Then detail crews would put small stocks into the candy shops, drug stores, and in fact all places that had a confectionery showcase. Then the newspaper copy would start, and in a short time the sales would be built up to a surprising volume.

This policy has continued until at the present time the entire country east of the Rockies, except for two states in the south, has been completely covered. It may be said that Oh Henry! sells now in about every establishment that ought to carry it. Spearmint gum is about the only product which has a more complete distribution, territory being considered. The volume of sales increased more than twenty times, and is still growing. All of this has taken place since 1918, and the end is not yet in sight. The veterans of the candy game who prophesied a speedy death for the confection are still waiting. The experience of Oh Henry! with concentrated selling effort has upset an alleged fundamental of the business that was regarded as absolute.

The Williamson Candy Company has evolved another ingenious idea which will undoubtedly be helpful to manufacturers whose products are at all perishable. Candy is, of course, likely to deteriorate in warm weather, or indeed at any time if it stands too long before consumption. This is a bugbear to many manufacturers, and the Williamson organization was no exception.

But this difficulty has been obviated by inducing jobbers to give standing orders for weekly shipments, rather than to order large quantities at infrequent periods and then try to sell what they were loaded up with. With such a policy in force the production manager has definite quantities to figure on. He is supplying the firm's customers with what they can sell each week. He is in no danger of having several large orders come in unexpectedly to embarrass him. And, too, this policy enables the factory to ship every day the goods manufactured that day. It is not necessary to make up large stocks in anticipation of a big demand and warehouse them while waiting for it. The only goods held over from one day to another are raw materials like chocolate, sugar, peanuts, etc.

It Pays to Concentrate

And all these desirable results have been attained, let it be borne in mind, because the sales force and the factory have only one product to deal with.

"I am convinced we could never have reached our present volume of business with a large line of candies," concluded Mr. Williamson. "Handling only one product concentrates all of one's energies on that piece of goods. Handling several products scatters one's energies over the whole group."

"I do not know whether we shall ever try to build up big sales on a companion piece to Oh Henry! but, if we ever do, I am confident we shall organize an entirely separate sales force for the other confection. That is how strongly I am sold on the concentration principle."

George Eberhard's Letters to Salesmen

Some Suggestions for Putting the Helpful Angle Into Letters to Salesmen Without "Out-Franking" Dr. Crane

SOME time ago George H. Eberhard, president of the San Francisco company that bears his name, made it a point to send out a general letter to all his salesmen at frequent intervals. These letters were written with the idea of building character, or instilling ambition and confidence into the minds of his salesmen.

When these letters were discontinued, he received so many requests from his salesmen to continue the letters that he decided they were of greater importance than he had originally suspected. The salesmen were found to be reading them eagerly, and had formed the habit of looking forward to the day when each letter arrived. Because of this demand he has recently resumed his plan of writing these letters.

Teaching Without Preaching

Because so many concerns are planning vigorous sales drives to obtain their share of the increased business that this fall's prosperity is expected to bring, we are presenting several of Mr. Eberhard's letters in this article. Mr. Eberhard has the knack of writing a letter that teaches as if it taught not—he gets his points over without seeming to preach. Doubtless this is the reason for the popularity of the letters among salesmen.

The letters are sent out under the title, "A Few Minutes With Eberhard," and are purposely made short and concise. The salesman who is really busy doesn't have time to read page after page of closely typewritten "inspirational" material, but he is always glad to welcome a letter that is helpful—that carries a real thought, and is expressed in clear, but brief and forceful language.

The first letter to go out since Mr. Eberhard resumed the writing of these letters follows. The first few paragraphs announcing the resumption of the letters have been deleted from the first letter.

While it may not have occurred to you, the "boss" has just as many troubles as the salesman, only he hasn't anybody to tell his troubles to.

The salesman can always explain that the dealer, the office, the price, the merchandise, the weather, prevented his "making good."

I want in this letter to talk a bit on NERVE.

The difference between just results and real success is usually measured by nerve, guided by intelligence, backed by hard work.

When your reason fails, you can always use your nerve, and you usually win. Nerve has made many a sale that argument would fail in "clinching."

To make a product at a price that is right, takes experience, judgment and nerve, and it takes nerve backed by intelligence and hard work to sell even the best known merchandise of the highest quality—even when sold at fair prices. Think this over.

When you rely upon your "fear" of what the other fellow might do and haven't the nerve to stand "pat" on the thing that you know is the wisest for him and for you, you are doing the worst for yourself.

The following letter is hooked up with the first in the opening paragraph. This plan lends continuity to the series of letters and is helpful in establishing the habit of looking for each letter and of tying up one thought with another. The second letter deals with the same subject of nerve, but approaches the subject from a slightly different angle, giving the men a fresh viewpoint. Notice how it is hooked up with the salesman's daily work; the letter follows:

The Slant That is Different

In response to my last message, the question is asked, what is nerve in salesmanship?

It's hard to define nerve so that each salesman will see it as a part of his sales equipment. A lack of nerve keeps many a salesman in a rut.

Nerve is will power in use.

Broadly, it means the difference between getting your share of the customer's business, and letting the other fellow get away with it.

It means using "that something" which keeps you from being afraid to crowd for the order you want just because you're not sure you can get it "then."

Nerve means you don't balk at weather, hours, distance, effort, showing samples, and sticking to get all the business from every customer in each town.

It's easy to blame conditions or competition, but how often do salesmen admit

that a big part of their lost sales are due to the loss of nerve.

When you lose your nerve, you lose sales.

Have you ever thought why it is that a Sales Supervisor can follow any salesman's route, a short time after, and sell about as much or more than the salesman?

Probably, the Sales Supervisor has more nerve or uses more liberal quantities in his work.

The third letter deals with a vital problem in selling—the matter of arguments. Mr. Eberhard realizes that many salesmen win arguments, only to lose sales, but he doesn't say as much in his letters. Instead of making the mistake of doing the very thing he warns his readers against, he takes his own advice and illustrates his point with a Lincoln story:

Illustrating a Message

Don't argue. Illustrate—compare.

In salesmanship, to illustrate a point is to apply the comparative sense.

A customer is usually curious when an illustration is used—a visible comparison made.

All illustrations should show where the "dealer gets in." He is interested in his business—not ours.

President Lincoln used interesting illustrations and comparisons to great advantage. About the time North Carolina had seceded, a congressman came to Lincoln and asked him if he wasn't then quite certain of the permanent disruption of the Union.

"Well," said Lincoln, and without directly saying yes or no, "it reminds me a good deal of a thing that happened years ago over in Illinois. I was boarding with a man and at 2 o'clock one morning he came pounding on my door, saying for me to rise, that the day of judgment was upon us.

"I got up, lifted the curtain, looked out and saw the stars falling from the heaven in a perfect shower. I looked again, saw that the constellation of Orion was still stickin', so I went back to bed."

Make your sales presentation complete. Use every bit of your portfolio, advertising and sample material furnished you. Tell the story in an interesting way. Illustrate the point you make. Give interesting comparisons.

Following up the idea of tying each letter to another in the series and building a chain of ideas on the character of salesmen, here is

another letter referring to the "nerve" letters which were the first two in the series. In this letter the subject of "courage" is handled in a way that ties it up closely with the salesman's everyday work.

A few weeks ago, I discussed the value of using NERVE in the day's work.

It reminded me of the other work expressing a great success factor—COURAGE.

And courage does not mean the thing displayed in a "movie stunt," or its use only when life and death hang in the balance.

Courage is needed every day, often every hour by each one of us.

Courage is nothing more than a willingness to try.

Taking a chance with a cheerful front and confident approach to get an order is "trying."

Dr. Johnson once said, "Nothing will ever be attempted if all possible objections must be first overcome."

Courage means to use that "something" which enables us to "put it over" with what we have, wherever we are, at the time we are there.

Courage makes salesmen try to take orders from trade who they did not think they could sell.

Courage means going about selling the "hard ones" as though you believed in yourself—were a success. It's doing "the job" like a soldier is supposed to do his.

Have you the courage to get more orders?

That's the question!

In talking on the subject of letters to salesmen, at a recent luncheon club meeting, a veteran sales manager said, "The right sort of letters to salesmen are wonderful morale builders. The late E. C. Simmons became famous for his ability to write helpful and interesting letters to his salesmen. On the other hand, letters are a genuine liability if they are not written with a keen and sympathetic understanding of the salesman's problems. No one is quicker to resent a preaching attitude than a salesman—no one is quicker to take exception to impracticable schemes or suggestions. So it is an important matter—this writing of letters to salesmen."

district managers, prior to beginning their work of selling. One of Mr. Theobald's last plans was the organization of a traveling school to visit every district office in the country and to give all of the salesmen a prescribed schooling with a printed course of instruction.

Mr. Theobald had some very definite ideas about the qualifications necessary for successful salesmanship. He formulated the following ten rules for selection of salesmen for his own organizations:

How Theobald Selected Salesmen

1. He shall be not less than 25 nor more than 45 years of age. A man who is 45 years of age and looks much older should not be employed. This qualification may be waived only if the applicant is an experienced, successful scale salesman.

2. He must be actively employed at the time his employment is under consideration by us, and must have held his present position or a very recent one for a period of at least one year. A drifter should not be employed.

3. His health must be good and there should be no serious illness in his family which would prevent him from traveling and devoting his full time and attention to our business.

4. He shall be free from harassing debts.

5. He shall be of good character and habits, and bear a good reputation. His reference should be investigated before he is employed. He shall furnish a fidelity bond. A personal bond is not acceptable.

6. He must be able to prove that he has been a success in his previous employments.

7. He shall be clean in person and apparel, of good address, and able to create a good impression on first approach.

8. He must be willing and shall agree to carry samples and to provide himself with an automobile for that purpose.

9. He must have sufficient cash on hand to cover his household and business expenses for a period of at least sixty days and preferably three months.

10. He shall be a man of good native ability and with a fair business education.

He Led the Fight for Honest Weight Laws

Better Selling and Honest Scales
Were Henry Theobald's Two Hobbies

HENRY THEOBALD, the founder and president of the Toledo Scale Company, whose death occurred at his home in Toledo July 12, was one of the outstanding leaders in salesmanship in the country.

The Toledo Scale Company was organized 23 years ago. Mr. Theobald, who had previously been general manager of the National Cash Register Company at a very early age, acquired the rights to a computing scale which had been invented by Allen DeVilbiss of Toledo, and which was being made in a small way in that city.

In the early days Mr. Theobald was his own sales manager, wrote the advertisements, sales bulletins and instructions to the sales force, edited his house organ, looked after the employment and training of salesmen, making trips to all parts of the country for this purpose, as well as closely supervising the manufacturing activities. He also made several trips abroad in the interest

of his foreign selling arrangements. With each of these departments he maintained a close personal contact and active supervision until the last.

In spite of these numerous activities Mr. Theobald found time to lead a fight for the establishment of honest weight laws throughout the country, this, in addition to his contribution of the automatic scale to the industry of the world, being the thing for which his name will be remembered. It was this controversy which led Elbert Hubbard II to speak of Mr. Theobald as "the man who made it disgraceful to manufacture, sell or use a dishonest scale in America; his fearless fight for honest weight does credit to the integrity of modern business methods."

Toledo salesmen have for a number of years been employed with respect to ten standard qualifications and have been given training, sometimes at a school at the factory in Toledo and sometimes by the

The Dealer was Disgusted!

A BIG DEALER—and a close student of advertising—recently took on a highly specialized, nationally advertised line. He was sold completely on it; the copy, the layouts, the art work, were great—window displays and store tie-up stunning. Everything worked out beautifully until he received notice from the advertising agency that copy was scheduled for “such and such” a newspaper. Then he blew up.

The agency had selected a newspaper that he did not ordinarily advertise in—with whom his store had no identity—that he did not have an advertising investment in. Telegrams flashed back and forth—then the schedule was changed for copy to run in The Enquirer—and everybody *is* happy.

Space buyers that are watching Local advertising in The Enquirer are putting it on all National lists.

The CINCINNATI ENQUIRER

One of the World's Greatest Newspapers

I. A. KLEIN
50 East 42nd Street
New York

I. A. KLEIN
76 West Monroe Street
Chicago

R. J. BIDWELL CO.
742 Market Street
San Francisco



RAPIDEX

The queen bee of them all

In all the land no phone index to equal this.

BUILT LIKE A WATCH
WORKS LIKE A CHARM

Attractive, handy, quick, light, compact (size 1 in. x 3 in.). Firmly attached by fingers only. Neatly etched plates for imprints. Wonderful GOOD WILL in office or home. All comers send \$1.00 for sample.

\$5.00 for six, \$10.00 for twelve, postpaid

SATISFACTION GUARANTEED

Liberal quantity prices

Litchfield
CORPORATION

25 Church Street New York City

Largest distributors of all kinds of
PUBLICITY PRODUCTS in the world

Gloomy subject—jolly results

Tombstone men are not avid readers. Business with them is done almost entirely through personal contact.

So when I wrote the first of a series of letters for a granite quarry, I expected that it would take several shots to make much of an impression.

But I was wrong: for that very first letter brought such a mass of business that my Client couldn't consider further effort. And I had worked myself out of a job, so to speak.

Which has happened many times. But I don't lose by that, for most of my work comes through the recommendation of Clients to whom my letters, sales literature or advertisements have brought a gratifying amount of business, or who profited from my counsel on sales problems.

It would pay you to be among these. Let me suggest that, as a start, you let me send you Letter E-5, which explains my manner of serving.

Cornel Ridderhof

Times Bldg.

New York

HALF an' HALF



A Chicago reader writes: "Distances are long here in Chicago and one doesn't always make connections. Men doing business here in the city usually make appointments. I have had ten such appointments in the last week, and I figured up last night the amount of time I had spent waiting for the other fellow who had not kept his appointment. My wasted time totaled a little more than three hours. I don't mean by this that my time is exceptionally valuable, or that I am a little tin god when it comes to keeping appointments, but I was just thinking that if every man engaged in the distribution of merchandise wastes three hours a week, what a tremendous financial waste to be added to the cost of distribution—and passed on to the consumer or taken out of the profit of the manufacturer!"

It is quite apparent that this subscriber does not realize that these men who failed to keep their appointments were doubtless held up in conference—and what is a little appointment when compared with the mighty deliberations of a conference, especially one such as is described by Ring Lardner in the August 16th issue of *Liberty*! He pictures the seventh of the daily dozen conference in a certain company—this one called to "get your thought on a proposition that came up about twenty minutes ago. There was a post card in the mail addressed to the firm. It was from the main postoffice. It says they are holding a letter for us which reached them unstamped. If we sign the card and send it to them, together with a two cent stamp, they will forward us the letter. Otherwise they will send it to the Dead Letter Office. The question is, is the letter worth the time and expense of sending for it?"

While ten go-getting executives debated this question with exemplary thoroughness the president's wife was eloping with another man, and a friend who wanted to tip the boss off while there was still time to halt the hegira was held up in the outer office—the president was in conference, and besides, the kind friend had failed to make an appointment. Much as we would like to agree with our Chicago subscriber, we are forced to remind him that he is lacking in philosophic calm, and he ignores the possibility that the men who made the appointments were doubtless speeding the day along by calling conferences to tell of the birdie they made on that hard fifteenth hole.

½ & ½

A boost for that most maligned of men—the agency space buyer! I found it in an article by Orrick Johns in the August number of *The American Mercury*. "... Now a word must be spoken for an exact and unromantic man. He is the space buyer. The space buyer is a man stuffed with figures. He has on his tongue's end an argot

consisting of the strangest words in the language, including some that are never more than a year or two old. He requires half a dozen expert mathematicians to aid him when his department is at its busiest. He is the gnomish owl of the organization, a mystery to all. He is a master of geography and local character everywhere; he knows the methods newspapers use in cadging subscribers, he prates of millines, line-age, and preferred position in his sleep. By others in the agency he is looked upon as a plodding fellow, a bumpkin with his eyes continually on long lines of figures, and with too little respect for what the fancier chaps call Quality Buying Power. If he is valued at all, it is merely as a convenience for furnishing grand totals out of which commissions are to be carved. Yet vilified and obscure as he is, I am willing to venture my ears that his judgment has more to do with the success or failure of a client's advertising than the judgment of all the geniuses put together."

½ & ½

That man Coolidge is the most self-possessed and emotionless fellow I ever heard of. I was present last night—via radio—at the notification ceremony in Washington—and for two hours I listened in vain for some note of surprise in his voice. He must have been tipped off that they were going to spring this candidacy offer on him, for he never once said, "Boys, I am overwhelmed at this generous surprise package you have handed me. Little did I realize when I came here to-night . . . !"

½ & ½

Business is cold, entirely lacking in sentiment, according to the writers in radical magazines—but how do they explain the well-known and frequently occurring phenomena of juicy advertising agency and space arrangements that are consummated on golf courses or at the nineteenth hole? Or the manufacturers who continue year after year to advertise in certain mediums because, "Oh, well, we've always been in it and for sentimental reasons we wouldn't think of dropping out now"—and of others who will not use the advertising pages of publications that reach their most desirable markets, and at the most economical rate, simply because they do not care personally for the stories and articles. And I know of one publisher who is estopped from getting a highly desirable account because of the way in which he parts his hair. No sentiment in business? Bunk! There's far too much.

½ & ½

A Boston subscriber who asks us not to mention his name raises two interesting questions: "As you know, we are in a highly competitive field, and one which is well advertised. That being true, should we advertise at all—could we advertise profitably

when the other companies have such a head start on us—and if we can advertise, should we pick mediums which do not carry much advertising in our line, or should we use those which our competitors apparently find most productive?"

When SALES MANAGEMENT was young, and almost alarmingly skinny, a certain advertiser gave us a contract. For a year he was the only advertiser in his field. He saw enough results to justify continuance, but that was about all. Then a competitor came in—and another, and another. In six months there were ten.

And almost immediately the first advertiser began to get much better returns—and the other nine were also well satisfied.

Apparently this was what happened: when only one company was advertising the readers were not particularly conscious of the kind of business that was advertised. Then when the others started the product was called to their attention every few pages, and they started in to compare the story of one with the others.

½ & ½

When Lord and Taylor and Franklin Simon ran advertisements welcoming Ovington's to the 39th Street district, a sound business principle was back of it. They wanted to call the attention of shoppers in a striking way to the fact that the neighborhood was becoming more popular as a shopping district.

Cosmopolitan has developed a large amount of school advertising, and I am told that the copy comes in with very little effort because of the reputation that the magazine has gained for this advertising. People looking for a list of schools go to a place where they can find a sufficient number to permit of making a choice. Newspaper men say that in the history of journalism only once or twice has a metropolitan newspaper that led in classified advertising ever lost that leadership.

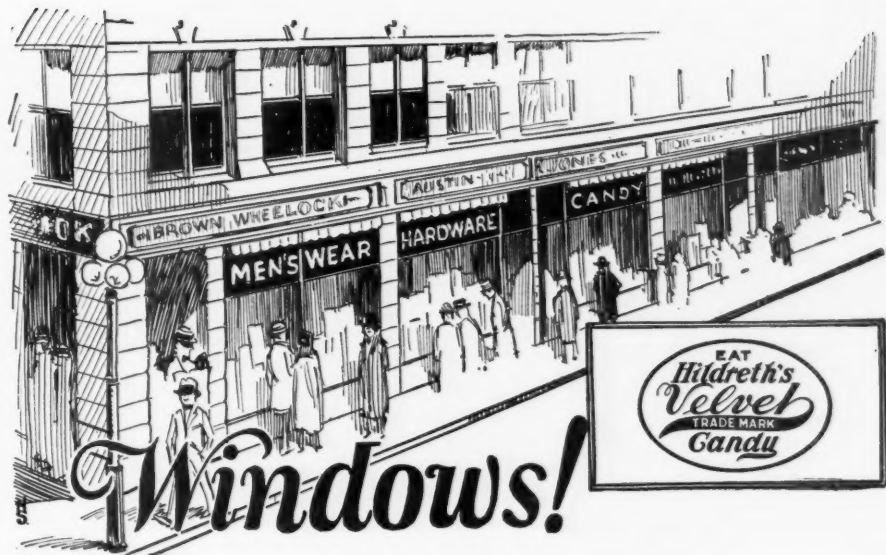
In Seattle a few years ago Saturday was the big retail day in clothing, and practically all of the advertising for clothing appeared in the Friday night's newspapers. The advertising manager for one of the large clothing stores thought that he would gain something by inserting his advertisements some other day. The effect was so disastrous that after two weeks he changed back to the old schedule. The explanation seemed to be that people shopped through the Friday night papers before visiting the stores.

So it doesn't seem as though our Boston friend should be alarmed about conditions; if there are good reasons for the existence of his product, if his marketing campaign is right and the advertising skilfully done, if it has the capital with which to advertise and the determination to stick it through until he has turned the corner—then he can advertise profitably, and in the same mediums that his competitors use.

½ & ½

"How does a salesman judge the advertising manager of his company?" asks George W. Hopkins, vice-president of the Chas. W. Hoyt Company, Inc. Then he goes on to answer the question himself—"The salesman reads a catalogue out loud and then says, 'how can anyone talk that kind of language?'"

—PHILICITUS.



The Butcher—the Baker—the Candlestick Maker—all welcome the use of your sign on their store windows—

Signs that publicly proclaim these storekeepers as direct-selling agencies for your products—whatever they are.

"Good-Ad" Window Signs of DECALCOMANIE

That "Goes on Forever"

are made of permanent and brilliant non-fading colors—long-lived window signs, becoming almost a part of the glass itself, that never wear out their usefulness—perpetually pointing out WHAT to buy and WHERE to buy it. Superior to every other form of sign—and more economical in the long run.

PALM, FECHTELER & CO.

Decalcomanie Pioneers

67 Fifth Ave., New York

Representatives in all Principal Cities

**FREE
SKETCH
OFFER**

PALM, FECHTELER & CO.

Gentlemen:—Kindly send actual Decalcomanie samples, also illustrated literature "S" and FREE COLOR SKETCH, without obligation.

Sign here _____

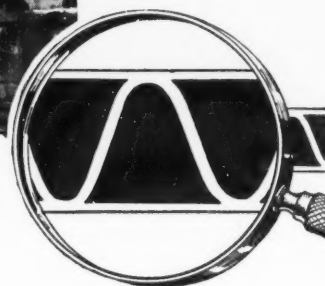
NOTE:—To assist you in preparing color sketch, enclosed find copy of trade mark and other advertising matter.





The perfect arch insures the strength

Vibrations from the tremendous concussion of an exploding shell could not weaken this arch in spite of its nearness. Photo from French war area in United States war records



The Arch Resists Vibration — Mid-West Box Construction Proves It



800 lbs. on a Mid-West waterproof box for two minutes, with the hose turned on. Result—wet, but as good as before.

The increasing use of Mid-West Boxes in your field is entirely due to their filling a need—

BETTER

THE arch is a strong factor of resistance against vibration. In many various types of structures it is a standard feature. The shell torn bridge above offers a good example of its strength. Note that the heavy vibrations which would naturally be caused by the terrific impact and shattering explosion of a monster shell did not injure or weaken the supporting arch at the right. Its form of construction gave it ample strength in the emergency.

In a similar manner an infinite variety of goods is protected from destructive vibration during transportation by the pointed, high-arched, straight-sided construction of the fibre board in Mid-West shipping boxes. Proportionately each corrugated arch is stronger and more resilient than any concrete or stone arch—an efficient protection against vibration, pressure and shock. As a result millions of Mid-West boxes are saving thousands of dollars to hundreds of the big box users in the United States and abroad every year by reducing breakage and waste thirty to seventy per cent. Cheaply built boxes do not give this protection. A fair trial will quickly satisfy you of the superior strength, quality and economy of the Mid-West universally used product. It

pleases the consignee. It profits you. Know more about it. One of our box engineers will call at your request without obligation. Write us today.

Our "Perfect Package" Data Sheet is free on request

Three Distinctive Mid-West Features

Waterproof Container: Is everything its name implies.

Triple Tape Corners: Stop tapes from splitting and peeling.

Offset Score: Insures tight closing contact of end flaps.

MID-WEST BOX COMPANY

General Offices

18TH FLOOR CONWAY BLDG.
CHICAGO, ILL.

Corrugated Fibre Board Products



Factories

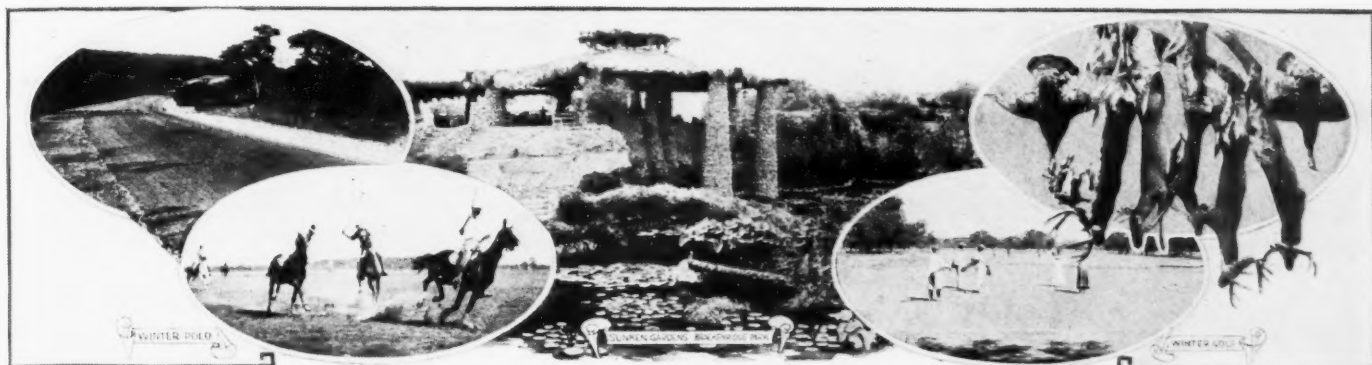
ANDERSON, INDIANA

KOKOMO, INDIANA

CHICAGO

CLEVELAND, OHIO

FAIRMONT, W. VA.



Some of the varied attractions that put San Antonio on the winter resort map

Sales Opportunities Among the Winter Playgrounds

ARE WE Americans becoming a race of nomads? Are we all getting to the point where we spend our summers in the mountains and lakes, and our winters in Florida, California, Texas or Louisiana?

No sooner than Labor day parades are over, millions of people start planning their winter vacations. Home, it seems, has become a sort of stopping-off place to rest up from excursions to the mountains and lakes in summer, and jaunts to the Gulf or the Pacific coast in winter.

Exaggerated? We'll grant you that the two paragraphs above are, in a certain measure, exaggerated, yet the vast movement of winter tourists can be turned to profit by many sales managers who study the market possibilities in the winter tourist sections—where often towns are doubled in population from the first snowfall until the first signs of spring.

A case in point: The sales manager of a food product specialty was checking production against sales last fall. He found

that unless something was done quickly that he would be confronted with the task of explaining to the board of directors the reason for a huge surplus of certain products. An analysis of the products which were not selling as rapidly as desired showed that they were suitable for the best class of trade and desirable for warm weather. Yet winter was fast approaching. Jobbers and dealers were ordering sparingly because they looked upon this product as a warm weather specialty.

He took his analysis of the situation to the head of the concern with

the suggestion that a special drive be made for business in southern and western resort towns.

Several salesmen were dispatched to Florida, Louisiana, Texas and California. Newspaper space was contracted for in leading cities and schedules timed so that the first insertions would appear about the time of the arrival of the early winter residents. Before Christmas orders and shipments had caught up with production and the campaign had proved successful in every way.

The following spring a demand in unexpected quarters would occasionally spring up for this product. It could be traced, in most cases, to winter tourists who had used this product for the first time, and on returning home had asked for it from their regular dealers.

However, it is not necessary that a product be especially suitable for summer use to benefit by the influx of tourists to winter resorts. Many fads, styles and fashions are started at the winter resorts. Fashion magazines and designers visit the



Tampa Bay as seen from Bay Shore Boulevard



winter resorts to "get a line on" what will be worn the following spring and summer. Novelties of all kinds that we will see next summer in the northern cities will be popularized this fall and winter at the Gulf and Pacific coast resorts. The sales manager who is planning innovations for his sales campaigns next spring and summer is thus given a wonderful opportunity to try out his ideas this winter at a comparatively small cost, and among people who have the money to gratify every whim and fancy.

Using the winter resorts as a market for goods, which can be made between regular seasons, is a practice that has developed among certain concerns which are ever on the alert for plans that level up the valleys in sales charts. About five years ago a Chicago millinery house made up, during dull season, a number of white hats, especially suitable for winter trade. These hats were photographed on attractive models and a portfolio made up from the photographs.

This particular concern had never travelled representatives in Florida; instead of going to the expense of sending a man to the various resort towns they made up a selected list of dealers in the resort towns and mailed a portfolio and a letter giving prices to the list. A gratifying amount of business was obtained. The campaign was started early in



Top: Midwinter strollers in Tampa. Center: Where park ways suggest the tropics. Bottom: The whole South goes to Mardi Gras

October, and the basis of the appeal to the dealer was the fact that few women buy everything they need for winter vacations before they leave home. The idea was feasible and has been worked every year since its first tryout.

A large wholesale concern which sells vast quantities of merchandise through the mails, has used for a number of years, a special mailing list of stores in winter resort towns; early each fall this list is campaigned with offerings of items especially suitable for the tourist trade.

It would be easy to cite dozens of additional instances of astute selling campaigns based on the vast increase in population in various southern cities during the winter.

When we think of winter resorts, Florida and California naturally come to mind, but it is safe to say that all the states bordering on the Gulf coast, as well as Arizona and New Mexico, are all worthy of consideration as territory for special attention during the winter months.

In the limited scope of a short magazine article, it is, of course, impossible to present anything like a thorough survey of the entire winter resort field, so for the purposes of this article we will consider the winter resorts of Florida, Louisiana, Texas, Arizona and New Mexico, leaving California for a later date.

The leading resort towns of Florida are: Miami, Miami Beach, Palm Beach, West Palm Beach, St. Petersburg, Orlando, Daytona, St.



Here is some of the scenery that helps double Miami's population in winter

Augustine, DeLand, Ft. Myers, Clearwater, Sebring, Key West, Haines City, and perhaps a hundred smaller cities and communities in the Peninsular portion of the state. In the northern part there are a number of others, including Panama City, Apalachicola, Valparaiso, Pensacola, and Lake City.

Jacksonville is the largest city in the state, and is the gateway to Florida, getting some of the tourist trade both coming and going. This city has shown a remarkable growth in the past few years and is making rapid strides towards becoming one of the leading commercial cities of the South. In 1910 it had a population of 57,000; in 1920, 91,000, and now claims considerably more than 100,000. The municipal docks and terminals of Jacksonville provide foreign and domestic shippers with forwarding facilities which expedite freight movements and largely eliminate storage and port charges. Three piers, spacious warehouses, cranes, electric trucks, 14 miles of railroads and sidings, provide accommodations which enable the port to accommodate ten average-sized vessels at one time. More than a million dollars is now being spent to provide for extensions and improvements for the port of Jacksonville.

Miami, Miami Beach, St. Petersburg, St. Augustine and Daytona probably double their population in the winter months. Palm Beach is treble its normal summer population nearly all winter. The other cities enjoy increases ranging from fifty to seventy-five per cent.

The railroads usually announce excursion rates to Florida beginning October 1, to remain in effect all winter and up to June 15. However, the vanguard of the winter population starts arriving right after Labor day. Hotel and restaurant employees and the usual working population that is needed to handle the tourist traffic, begin arriving early in the fall. In addition to this there is a growing number of families who, on account of children in school, arrive in Florida when the schools reopen and remain all winter.

From now on activity in Florida will take on the aspect of circus grounds on opening day. New stores, novelty shops, new resorts, bathing beaches, golf and boat clubs—everything of that nature is undergoing its annual rejuvenation. Hotels are being opened up and made ready for the winter rush of spending. All these activities create business for practically every product under the sun, and many sales managers have already, or will immediately, take steps to obtain a share of this business.

While not as famous in some respects as Florida, Louisiana is constantly growing as a winter vacation state. New Orleans, long famed for the races and Mardi Gras is, of course, the mecca of the majority of tourists who look upon Louisiana as their winter home. But there are other towns which offer attractions such as fishing, duck shooting, golf and boating.

Many of these towns attract a class of visitors who are tired of the

EVERY MORNING AND SUNDAY
San Antonio Express

EVERY EVENING EXCEPT SUNDAY
SAN ANTONIO EVENING NEWS

EVERY TUESDAY AND FRIDAY
Semi-Weekly Farm Express

First in Circulation

Morning, Evening and Sunday

First in City Circulation

First in Country Circulation

First in Advertising

Local, National and Classified

San Antonio

Largest Texas City and 37th in the United States. Government Census Bureau's estimate for July, 1924, places present population at 191,000. Location, 100 miles south of the geographical center of Texas.

SAN ANTONIO, the metropolis of Texas and the Nation's brightest spot. He bids adieu to icy blizzards who comes to the Winter playground of America. It is a famous Winter tourist center, rich in Texas history and the ruins of the Missions two hundred years old.

SAN ANTONIO and Bexar County have more paved highways than have all other large Texas cities combined.

SAN ANTONIO has several producing oil fields, the largest shallow oil well district in America, and five refineries.

SAN ANTONIO leads the state in the manufacture of clothing, candy, food products, and cigars.

SAN ANTONIO is the nearest city to the Rio Grande valley which produces the sweetest oranges and the finest grapefruit in the world. By 1926 there will be 1,750,000 citrus fruit trees in bearing.

Two distinct and separate newspapers of almost non-duplicating circulation

THE JOHN BUDD COMPANY
Representatives

NEW YORK	CHICAGO
SAN FRANCISCO	ST. LOUIS
LOS ANGELES	ATLANTA
SEATTLE	

THE EXPRESS PUBLISHING CO.
Express Building San Antonio, Texas



Are Your Salesmen "Going Strong" at 5 P. M.?

Do they start "plugging," full of "pep" and enthusiasm, at nine A. M. and keep it up all day—or do they "wilt" early in the afternoon?

Do they keep their bodies "fit" and their minds alert by eating properly and keeping regular hours—or are they "half-licked" by indigestion and lack of sleep when they should be "up on their toes" mentally and physically?

Successful salesmanship is as much a matter of good health as anything else. It stands to reason that the man in tip-top physical condition will make more calls, talk more convincingly, and sell more goods than the man whose health is under par.

The New Dartnell Manual What A Salesman Should Know About His Health

By Wm. S. Sadler, M. D.

is not a dry medical book. It is written in every-day salesman's language by a man who was once a successful salesman himself, and is chuck full of good sound advice expressed in a humorous "man-to-man" fashion that gets under a salesman's skin.

The chapter on the foods a salesman should eat is alone worth more than the price of the book to any man who travels—and the suggestions for eating simpler dishes will reduce a man's expenses to a more than worth while extent.

No "fads" or "isms"! Just plain talk on a subject of vital interest to you and to your salesmen. No man can read this book without being a better man—physically, mentally, and financially!

PRICE ON APPROVAL: \$1.10 IN BOARD;
\$1.60 IN LEATHERETTE

The Dartnell Corporation
Publishers
1801 Leland Ave., CHICAGO

fashionable resorts and are seeking rest and recreation where dinner coats and evening gowns are not considered vital in the scheme of living.

New Orleans has attractions which no other city may offer. It has long been looked upon as the most cosmopolitan of American cities, liberal in its views towards the man seeking a good time. New Orleans is a picturesque admixture of the New and the Old—with its modern buildings and bustle of modern commerce, where broad modern streets suddenly turn into narrow little streets eight steps wide, where time seems to stand still; where the buildings and people seem content to doze in the poetic glamour of the past.

The Gulf Coast Playground

Without losing any of its ancient charm, New Orleans provides amply for the tourist who seeks modern pleasures and comforts. Ample hotel accommodations, all-year-round golf courses, a brilliant racing season, and the best theatrical fare offered by any city in the South. The parishes within a few hours ride from New Orleans offer duck hunters a veritable paradise, and the lakes and bayous attract fishermen from all over the country.

The Gulf coast of Texas is rapidly becoming better known as a winter playground. Corpus Christi, Rockport, and Aransas Pass, attract the fishermen, while San Antonio offers many attractions to the tourist who plays golf and polo, and enjoys the more varied life of the modern city. Like New Orleans, San Antonio has its historic past to charm the tourist. Its old missions, which date back to the time when Catholic priests from Spain and France sought to christianize the Indians—the never-to-be-forgotten Alamo, and the prevalence of Spanish architecture and influence lends a distinctiveness to the city, which is unequaled on this continent.

San Antonio is a year-round out-of-doors town, which attracts thousands of tourists from the Middle West principally, although it draws upon all the northern states for its winter population.

El Paso—halfway between San Antonio and Los Angeles—is another Texas town becoming known for its winter attractions. Just

across the river from Juarez, in old Mexico, El Paso attracts many tourists who are interested in Mexico and who stop over on their way to California or other western states. It is one of the fastest growing cities in the state and is constantly becoming more important as a gateway to Mexico, and a center of mining activities.

All along the Gulf coast there are attractions for tourists, many of whom make their winter headquarters in Houston or San Antonio and divide their time between the coast resorts and the city.

Arizona Gains Popularity

Arizona, with Phoenix as the center of tourist population, is also gaining in popularity and importance. With more than four hundred miles of hard surfaced roads within a radius of forty miles from Phoenix, this city offers unusual inducements to the motorist who enjoys driving all winter. Scenery—of every description—desert, mountain, evergreen valleys—abounds in this district and it brings an ever increasing horde of auto tourists, as well as many permanent winter tourists.

In this hurried survey of winter resorts, no attempt has been made to go into detail. The purpose of the article is merely to call attention to these towns where summer is perpetual; where out-of-doors life is as popular in January as July. They present a sales problem, and a sales opportunity of their own. The sales managers who familiarize themselves with conditions in these markets will obtain a volume of business well worth the effort, and from a class of people who will carry word-of-mouth advertising to all parts of the country.

Distribution Service, Inc., announces the establishing of a sales office in San Francisco, to be located at 625 Third Street. It will be under the supervision of H. F. Hiller, vice-president of the San Francisco Warehouse Company.

The field representative on this territory will be E. M. Ingels. Mr. Ingels has been associated with the warehousing industry in Chicago and San Francisco for a number of years. The San Francisco office was opened August 1.

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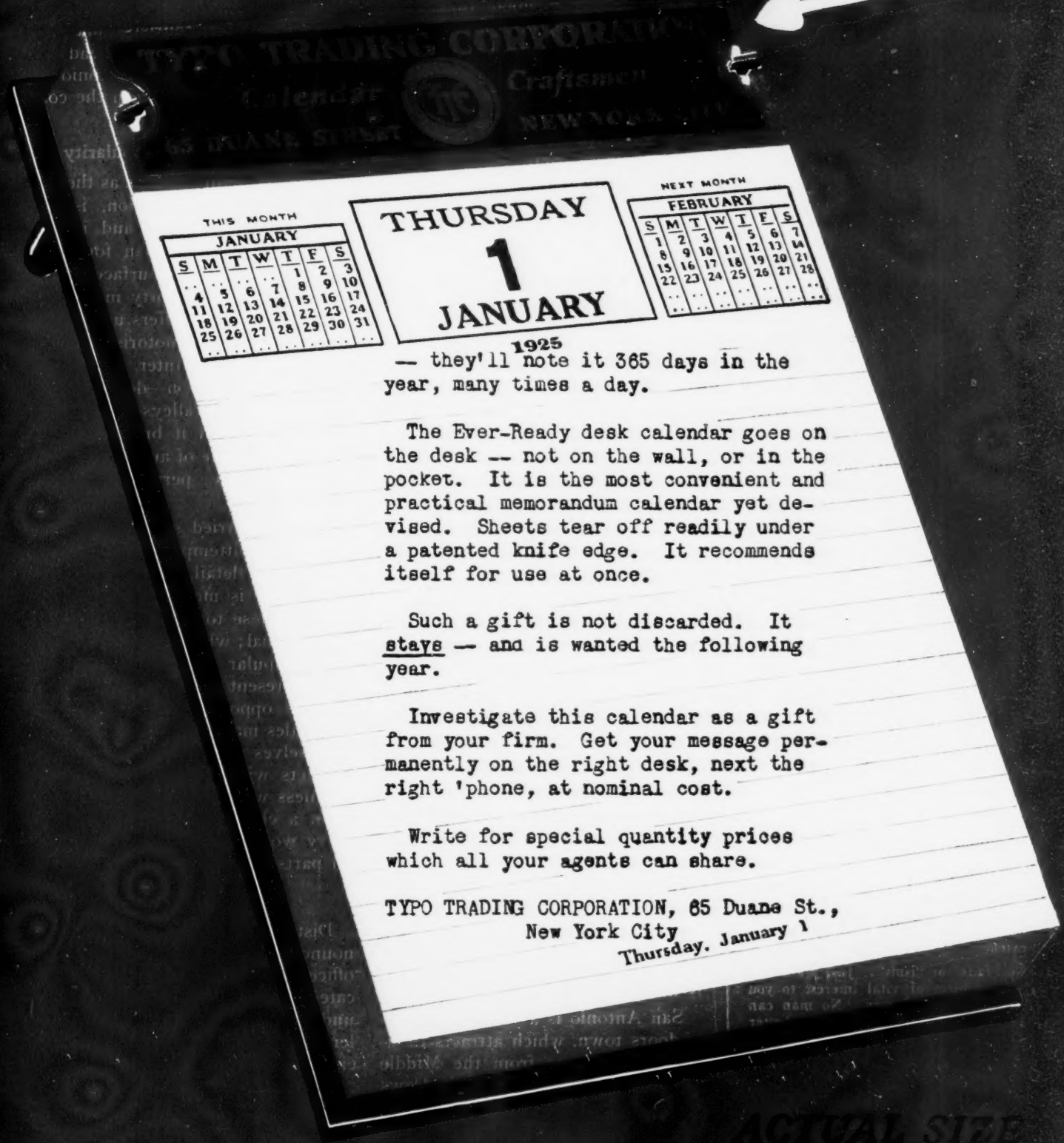
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If your firm name were here



How Many Men Have Quit You for These Reasons

1. *To start in business for themselves, either in competition with you, or to engage in some totally different line of business, or as a dealer?*
2. *To take a position that "promises" bigger money—the need for making more money being due to over-gear'd living expenses? Perhaps the wife had social aspirations or wanted something beyond the reach of his income.*
3. *Because they were unable to bring in enough business, due in a large measure to their flirting with sidelines, and in other ways attempting to carry several buckets of water at one time?*

SOONER or later every salesman begins to wonder if he isn't making a mistake by staying on his present job. Far off pastures lure him. If only he could get a business of his own; if only he could get a good sideline; if only he could play the other man's easy game.

The wise sales executive assumes this normal discontent. He anticipates it. An ounce of prevention here is worth many tons of cure, and an excellent preventive is to send each of your salesmen, personally, an autographed copy of the new Dartnell manual, "What a Salesman Should Know About Finance," by J. C. Aspley, editor of "Sales Management."

This unusual manual is so written that it removes unrest by indirect suggestion and the citation of actual concrete examples. It proves to a salesman that his best bet is to stay where he is and to succeed where he is with what he has. It makes him realize that another job has little to offer that his present job does not offer. It pictures the trials and failures of salesmen who have tried running their own business, and lost life-time savings. It convinces the man who likes to dabble with sidelines, that there is nothing in them, and his shortest road to financial success is to give all his time to doing one thing as well as he knows how. And it does this tactfully and interestingly, without preaching.

But the manual does not content itself with telling salesmen how to succeed. It also helps them to make their savings make money. The author believes that much of the present unrest among salesmen is due to living beyond their means, and failing to accumulate a financial reserve that will work for them in increasing measure as time goes on. A great array of facts is presented to convince a man that he should build up a reserve, and it shows him how by properly investing this surplus he can soon become independent. The more salesmen you can get into the habit of putting by a few dollars a week, the less turnover you will have. A salesman with money in the bank is steadier, and more dependable.

SPECIAL OFFER We will send to any subscriber of "Sales Management" a copy of this new Dartnell manual on approval for examination. Then if you wish to purchase additional manuals for your men you can order in quantity at the special rate of \$10.50 a dozen. The single copy price is \$1.10 in board binding; \$1.60 in leatherette.

DARTNELL-1801 LELAND AVENUE-CHICAGO

What is the Horsepower of an Automobile Ad?

(Continued from page 1450)

1.

"A picture of beauty—a cradle of comfort—a rhythm of power—a symphony of motion!"

2.

"And at the same time, always, there will be that satisfying sense of pride and contentment that comes from the possession of America's finest motor car."

3.

"Combined with this truly indescribable smoothness in the silent flow of a seemingly inexhaustible well of power there is an equally remarkable flexibility and ease of control."

4.

"— owners come back again and again for the sound value and dependable service the — car provides. We know of no other motor car of which such a great percentage of new models is sold to present owners."

5.

"It is becoming increasingly evident among discriminating buyers in this country and abroad that it is extravagance to pay more than the price of the — to obtain utmost motor car satisfaction."

6.

"Motor car owners are requiring a brand new deal in the making and pricing of American cars. No longer are they willing to pay luxury prices for cars satisfying their personal standards."

7.

"The — marks the most advanced step since the introduction of the automobile, for it provides for the first time, a quality automobile, standardized in construction and operation for a small sum of money."

8.

"To build it with every thought for those who will ride in it—for their safety, their comfort, their convenience and for their sure arrival, however far the destination, however rough the way."

9.

"Safety — reliability — comfort — roadability — economy — on whatever factor motor car satisfaction is based — dominates."

10.

"You rejoice in the ease of handling, the swift silken acceleration at all speeds, from 2 to 60 miles an hour, the instant response to your slightest touch."

Most of these statements are, to say the least, what Emerson called blazing ubiquities. Nevertheless, for the single insertions from which I have quoted, ten INDIVIDUAL manufacturers paid an average of roughly \$7.77 a word, or a total of about \$2,076.00 to print these words advertising their ten different and INDIVIDUAL makes of cars.

Not to be smart; but simply to

prove that there is no trick—that automobile copy, generally, is as standardized and interchangeable as tires and magnetos, let's now take the tenth advertisement counting from the back of our remaining pile and, then, counting forward against the alphabet, every tenth advertisement.

Say It In Sentences

This time, instead of a whole paragraph, as before, let's select only a sentence from each and, without changing a single letter or comma, see how logical and persuasive a single advertisement we may build out of sixteen stolen sentences describing sixteen different cars.

"Synthetic popularity is a result of Synthetic superiority. Others had thought they were satisfied with automobiles somewhat lower priced than the Synthetic Ten. Driving or riding, you yield at once to the charm of its efficiency. It stands out vividly and compellingly as a value so unique and dominant as to assure it from the outset an overwhelming welcome.

"It is easy to understand why such huge volume should have been reached in so short a time. We have not spared, nor will we at any time limit or stint, in any way, or in any thing, which will further that purpose. Appealing, outstanding value—instantly recognized, instantly rewarded by unprecedented sales.

"So Synthetic now definitely takes its place as one of America's finest cars—frankly offered as the best of which we are capable. This is due, no doubt, in the first instance, to public confidence in the soundness of Synthetic engineering and manufacturing—greatly stimulated, however, by the record the Synthetic is establishing everywhere for really remarkable economy of operation.

"A factory-trained organization of automobile artisans, working to exacting standards, is assurance that basically sound and progressive engineering policies will be supplemented by painstaking thoroughness in manufacture. He has learned this, to his own infinite satisfaction, through the untroubled service his car delivers year in and year out.

"And it is such a pleasant car to drive that it transforms the business call which might be an interruption into an enjoyable episode of her busy day. A few miles—and you settle back, confident that Synthetic boulevards the byways.

"The beautiful new Synthetic Sedan has doors both front and rear, which dispense with the need of folding seats and give easy entrance and exit to all. Built for those who desire the excep-

tional, both in quality and quantity of equipment."

Lest someone incline to overestimate my literary ability as a rearranger of sentences, may we not repeat this same experiment; this time absolutely arbitrarily?

Take every tenth advertisement remaining in the pile of 200, counting from the front. Get a sentence out of each, set them down in order, EXACTLY AS THEY COME, the first sentence of the first advertisement, second of the second, and so on.‡

"Synthetic's leadership has come through Synthetic's unerring anticipation of the public's motoring requirements. Built both for luxurious touring and general family service, its design is of exclusive origin.

"In many instances, they have even dispensed with demonstration rides, taking the position that the Synthetic has been demonstrated and that its very name denotes its quality.

"New head lamps and fenders harmonize smartly with the general design. And because these advantages are exclusive, the Synthetic is the largest selling six-cylinder closed car in the world.

"The Synthetic is sturdy, long-lasting, and good-looking. The disc wheels have a color scheme of blue and cream that lends a touch of gaiety in pleasant contrast to the more sober colorings customarily used.

"A few distinguished equipages, of individual finish, for the Aristocracy of America—a Car Without Competition. Woodwork in walnut. Vanity case. Yes, believe me, people, the Synthetic Ten is a very wonderful car indeed. The fittings bear the stamp of simple good form."

One might keep playing this way, as with a small boy's building blocks. But perhaps we have done enough to prove that most automobile advertisements are distressingly close cousins, if not twins.

As a rough-and-ready, rule-of-thumb psychologist, I find myself constantly wondering exactly what effect the gentlemen who pay for these advertisements conceive each of them to be having on the collective public mind.

Able bankers who calculate the yield of a bond down to the fourth decimal, and keen engineers trained to estimate forces with uncanny accuracy, surely don't entirely give

‡Out of nineteen, twelve only are used, because coming towards the last, seven advertisements were too short to furnish a sentence in their appointed order.

up when it comes to advertising.

They can't O. K. any expenditure for power without calculating roughly what horsepower they expect, and approximately what it will cost per unit.

They must know, pretty definitely, at least, what they HOPE each advertisement will do.

Let's see if I can sketch out in the fewest possible words what I mean. Some 4,013,000 cars were turned out in 1923. 221,000 were exported, leaving us some 3,800,000 cars to sell. \$7,500,000 is appropriated for the magazines' share in selling them.

Capital Must Work

This \$7,500,000 we must assume to be an absolutely commercial expenditure—in no way artistic, sporting, or eleemosynary. Therefore, clearly, whether spent out of capital or earnings of any reasonably well run business, this \$7,500,000 must

A. Return itself, in a short period, through profitable sale of cars that would not otherwise have been sold; or

B. Return itself in a long period, plus ordinary interest for the balance outstanding each year of delay; or

C. Be written in as a capital investment and, each year perpetually thereafter, bring, in the form of extra sales, a money yield as high as any other first rate investment.

Naturally, someone answers, advertising does all three. No doubt much advertising does. But instead of letting this particular \$7,500,000 take refuge in the vast and sonorous sanctuary of generalities, why not glance a moment at the possibilities?

First, let's take A, the short run, say a year.

As a purely hypothetical figure, assume the manufacturer gets an average of \$1,000 a car wholesale. If \$7,500,000 worth of magazine advertising alone sold the whole year's output—3,800,000 cars—the selling cost would be only about \$2 apiece. If, on the other hand, unassisted magazine advertising sold only a hundred thousand cars—or about one in forty—its cost would jump to around \$80—a selling cost of 8%.

Now for B, the longer run:

Whether we count on getting our money back in four years or forty, no self respecting advertisement should be content to pay less than the current rate of interest for every year it delays returning its cost back into the company treasury.

If we agree on 4% as a fair interest rate, and accept \$80, or 8% as a fair selling cost, then patently, every two thousand dollars worth of advertising will have to sell one EXTRA car for each year it takes to complete its quota.

So, if the actual 1923 sales of these 1923 magazine advertisements repaid only half of the \$7,500,000 they cost, those same advertisements, a year gone, would, all through 1924, have to sell five cars a day, including Sundays and holidays, to PAY THE INTEREST, without any reduction in the debt itself.

To reduce the principal a half in the year 1924 would require their selling 64 additional cars a day. And so, by 1930, through a gradual process of amortization, the 1923 advertising—then seven years old—would have to be selling only one extra car a week to pay interest, and one a day to reduce the principal.

This factor of immortality applies, of course, even more interestingly to the man who never expects to get his advertising money back, but dedicates it with a generous gesture to "good will."

How Many Cars Must Be Sold?

Four percent on \$7,500,000 is \$300,000 a year. \$80, our per car selling cost, goes into this \$300,000 just 3,750 times. Which means that if we allot these advertisements we have been considering entirely to "general publicity," they have got to sell 3,750 cars a year, or 13 cars a day through all eternity!

Remember, first, that circulation creates nothing; adds nothing; merely multiplies.

Second, that the power to create any action at all must come entirely from a force stored up in the advertisement itself.

And, third, that since printed paper soon disappears, this kinetic force must be transmuted within the human mind into a dynamic force of sufficient energy, vividness and vitality to persist increasingly

against its own staleness and against the novelty of incessant and infinitely varied competitive appeal.

Now, then, kindly turn back to page 1549, and estimate, generously as you please, exactly how much of such force there is locked up in the copy reprinted there. Make, if you will, the most liberal allowance possible for its fragmentary and disjointed state.

Determine, for yourself, whether—and how—those paragraphs in competition with each other will sell a very great many cars this year.

Or, a fair number regularly every month for years and years to come.

Then you will be fairly started on a line of inquiry vital, I believe, not only to the intelligent survival of vast automobile appropriations, but indispensable to the proper future of advertising itself.

Are All Auto Ads Relatives?

One can no more indict a whole industry than a whole nation; nor does one take lightly the work of many of the most able advertising men in America.

Vast sums of money are being spent by bankers—experts on investment—in combination with engineers—experts on power—for an investment in advertising power. These expenditures, in turn, are checked for results by many of our keenest sales managers and advertising men.

From a reading of the advertisements themselves, an average outsider doesn't perceive very clearly the underlying mechanism, as in a magnet or a steam shovel, for instance, that can be counted on to bring about those results.

Nevertheless, all the automobile manufacturers not only continue, year after year, doing the same thing, but nearly all continue doing it almost exactly the same way.

Therefore, it becomes very clear that behind the success of this automobile advertising must be hidden some essential principle which, once discovered and established by a critic far keener than myself, will be of the greatest interest to advertisers of every sort.

To all who may contribute to this end by sincere opinions, however hostile to my own, I beg respectfully to dedicate this puny kickoff into a field of infinite possibilities.



Tea shops like this one are markets for British and American confections

The Sun-Maid Raisin Sampling Campaign in England

By Gilbert H. Carr

In Charge of Sales, Sun-Maid Raisin Growers, Ltd., London

I AM very sorry to note your statement in the July "Sales Management" that the original Sun-Maid Raisin advertising campaign in this country was a disappointment, and that the slogan: "Have you had your Iron today?" totally failed to stir Mr. John Bull's buying emotions.

When this company started its advertising in Great Britain two years ago, it was for the purpose of introducing the little Sun-Maid packet, similar to that which was sold in the United States for five cents. At that time we used the slogan: "Have you had your Iron today?" and if a sale of twenty-three million packages in five months was a disappointment, it must have been to the other fellow, because it certainly was not a disappointment to us. The introduction of this little package was a paid-for sampling idea, which naturally led to a demand for our larger packages and for our fruit in bulk.

It is true that we no longer play up on this slogan, but this is only because it thoroughly served its purpose. You will appreciate how well it did this when I tell you that although we have been operating here for only two years, in this the most highly competitive dried fruit market in the world, we are now

doing more than sixty per cent of the trade to the housewife, and over thirty per cent of the total business transacted in the commodity we produce. That surely does not look like failure in either approach or method, does it?

It is quite true that there are many differences in the temperament of the British public as compared with the American, but these differences are not nearly as great as popularly imagined. I find that if you can convince a British retailer of the reliability of the firm offering him goods, convince him of the saleability of the goods offered, show him active advertising support, a steady consumer development and profitable turnover opportunity, he is just as responsive as the retailer in Bangor, Jacksonville or San Francisco. As for the consumers, give them value and satisfaction, and they will back you up every time.

We operate in this country with an entirely British sales force, who are guided by so-called American methods and American ideas. Whether these are any different from British methods and British ideas, I don't know. I do know, however, that our salesmen all like their jobs, and I am confident that they are the liveliest bunch of go-getters in the United Kingdom.

A Business Opportunity

exists for the man who wishes to be his own boss and the owner of a permanent, ever-expanding, profitable merchandising service. It may start with \$100 capital, or \$10,000, but it cannot start without capital. The degree of success has no reasonable limit. It has attracted to it and has today engaged in it, men who are conspicuous successes and of long and wide experience in merchandising, with capital abundant for all their requirements; and the other extreme of men and women with limited business experience and qualifications, and very small capital.

No man is too big for the business.

Men of strong professional standing with splendid incomes have given up these incomes and their professional work to engage in this service, with success.

The business is merchandising, but it entails a service that is unique, intensely interesting—productive of great enthusiasm, and broadly constructive. It makes you the greatest benefactor in your community, town, city, or district, and pays you a real profit for such benefaction.

Service is the foundation of all real success, and this service literally enables you to take time from eternity and put it into the life of man, and make legitimate profits in doing so.

Address Manufacturer, care Motive Publishing House
1906 Sunnyside Ave., Chicago, Ill.

(The above is not merchandising books or magazines)

Sales Executive Available

Fifteen years' experience as salesman and sales executive. Qualified to take complete charge of sales organization or would be valuable as an assistant to big executive or as division manager.

Principal connection 12 years with well-known specialty house noted for aggressive and thorough merchandising methods. His advancement from salesman to sales manager in charge of the Chicago branch and middle west with sales force of 30 men which he built up from 15 gives some indication of his ability. Knows how to handle men, get their whole-hearted support, and keep them enthused. His experience includes supervision of office force of 50 people handling correspondence, credits, collections and other routine.

Can be had for \$5,000 a year or possibly a little less if opportunity exceptional.

Box 975 SALES MANAGEMENT MAGAZINE
1801 Leland Avenue Chicago

KNOW YOUR PROSPECTS

10,000
EXECUTIVES
USE THIS
METHOD

Ask for Plan
The CHARLES D. HEVENOR CO. INC.
BUFFALO, N. Y.

SHORT CUT TO ENLARGED VOCABULARY

Be invincible. This unique, intensely practical method enables you to acquire an abundance of words, also to SPEAK THEM FLUENTLY. This peculiar method is so easy, subtle, fascinating it grows on you and becomes part of your everyday life. Makes one a more forceful, convincing writer, talker, thinker with a command of words that will inspire interest, create desire and impel action. Complete method \$1.00 — refunded if not satisfied. Sealed circular FREE.

F. M. ETHRIDGE, 14 Uphams Corner, Boston 25, Mass.



EDITORIAL

Is a Sales Manager Who Does Much Selling Ignorant?

A rather blunt question. Yet, one of the leading authorities in the country on the work of a sales manager thinks he is. In a letter taking exception to our editorial policy which the writer thinks "belittles the sales manager's job," he says: "In my opinion it is pandering to ignorance among sales managers to glorify the sales manager who goes out and sells—as if that were his real job. It is a fact that sales managers as a class have less brains and progressiveness than advertising managers, and it is largely due to the myth which you are so busy keeping alive that a sales manager above all must be a good salesman himself. That sort of doctrine only elevates good salesmen into the sales manager's chair, thus spoiling a good salesman and making a darned poor sales manager. I'm talking out frankly because I'm a strong partisan for your paper, and I know that you have the real interest of the sales manager at heart."

That there are sales managers who go through too many motions without any previously thought out plan, we are aware. That there are others who spend time on the road making sales when they should be at their desks thinking, we will admit. But we persist in our previously expressed opinion that there is no better way to get results out of a group of "show me" salesmen than by possessing the ability to show them if needs be.

We feel sorry indeed for the thoughtfully drawn plan that is presented to a sales organization by a man who the salesmen know is telling them to go and do something which he himself can't do. Moreover, how many of the 200,000 concerns who employ salesmen have a sales force large enough to require the entire time of a planning executive? Not more than ten thousand, we are confident. The other 190,000 sales managers would not stay on the pay roll very long if they just sat around and planned. Even such a valuable quality as the ability to plan can easily become a liability to the business unless there is some one who can put the plans into execution.

Who Will Get Your Job When You Die?

The passing of the vacation season brings with it a realization that a business is not well organized unless there is an understudy for every desk and every job. This is particularly essential in the sales department, where even a temporary relaxation of effort may result in losses of an enduring character. And most essential of all, there should be in training, in every sales department, someone

who can step into the sales manager's shoes should an emergency arise.

A well-known journalist, while editor of an important publication, took a great deal of pride in the fact "that he could drop out tomorrow" and the paper would run along just the same. He used to say that every man on the editorial staff was just as good as he was, only he happened to have the experience. If he thought a man wasn't as good as himself, he soon replaced him with one who was. Needless to say, this man built up a remarkable organization, and when a few years ago he was called, the staff carried on without any disconnection.

Perhaps such unselfishness is expecting too much from men steeped in individualism as we Americans are, but it should be of interest to those executives who think that the less anyone else knows about their work, the stronger they are. One sales manager privately confided to a Dartnell man that he didn't take a vacation this summer for fear the company may like his assistant better than himself!

As we have frequently pointed out the first step toward bigger responsibility depends upon who can succeed you. The feasibility of removing a man from one position and elevating him to another, without crippling the department he leaves, is a vital consideration. If for no other reason than this, a sales manager should make it his business to train someone else to do everything he can do and more. Then when opportunity comes, he can go to his chief and say: "I would like a chance to show what I can do. So far as my department is concerned, I have trained a man who is as capable of conducting it as I am."

A Good Salesman is What You Want Him to Be

If you—his employer—wish him to be tricky and deceitful, you unconsciously influence him that way. If you wish him to be merely an order taker he degenerates into one without knowing it. And in the same way if you wish him to be four square and above board in his dealings with customers; if you want him to be marked for his dependability; if you want him to be a friend and counsellor to your customers, the very influence of that sincere wish radiates from you to your men. There is nothing new about this. It is simply another way of saying that an organization is the lengthened shadow of one man.

We are prompted to make this observation here because of an very excellent advertisement used by one of the insurance companies in a magazine of wide circulation. The purpose of the advertisement was to "sell" the agent to the public, but a far bigger result to the company was that it sold the agent to

COMMENT



himself. The home office had gone on public record, and consciously or unconsciously, the salesmen will try to measure up to these specifications. They have been given something to live up to. If more concerns would take a leaf from this insurance company's note book, and spread on the records a concise statement of what their salesmen's relations to their customers are, we are confident it would exert a marked influence on the work of every man in the organization.

The Advertising Manager's Share in the Sales Result

A very well known advertising manager told us the other day that he thought "Sales Management" was the best advertising paper published. We didn't think so; in fact we assured him that "Sales Management" was not an advertising trade paper, since it had little or no appeal to the advertising technicians—the advertising artists and copywriters and salesmen who compose the advertising "trade." "That may be true," he replied, "but as a buyer of advertising, I like it the best." Then he went on to tell why. "Like other advertising managers, I find it hard to get adequate compensation for my contribution to the success of the business. When I want a raise I have to go to the president, who at once asks me upon what I base my claim for an increased salary. Of course, I can point to the favor which our advertising is meeting; I can tell him about the number of window trims which I have been able to get our dealers to put up; about our campaign for educating the dealer's clerks and so on. But the president is only lukewarm. He thinks in terms of results—and the results of sales effort in his eyes are all too often orders. Advertising is an aid to orders, but in our case it is not a direct producer of orders. So I want to get my finger in the sales pie just as much as I can. I want to get into work which will enable me to go before the president, not with a record of money I have wisely spent, but with a record of sales I have created."

Not all advertising managers, it is true, experience this difficulty. To the credit of the American business head, let it be said that he is becoming more and more awake to the importance of the intangible result in sales expansion. Yet there are just enough of the hard shelled variety left to give weight to this advertising manager's complaint. The advertising manager who thoughtfully studies the many problems of sales management, and applies the knowledge thus acquired to a gradual extension of his field of operations into those phases of the business which show results in terms of sales, is taking a long forward step toward a bigger pay check.

Join a Sales Managers' Association —if You Haven't One in Town—Start One

This fall promises to be a good season for more than twenty sales managers' associations which are now organized and operating. Within the last few days we have received requests to help organize new clubs in Hamilton, Canada, and Cleveland, Ohio. A number of others have written in to ask our help in getting up their fall program, and to suggest ways for increasing the membership. There is every evidence that the urgency of increased sales has shaken men out of their self complacency, and they are beginning to realize that after all they might be able to learn something from the other fellow. One club which has kept up interest during the summer by a series of golf tournaments, will hold its first meeting with an attendance of almost twice what it had in the spring. And so on down the list.

If you are not a member of a sales managers' association you should join one, if only for the friends you will make. At the meetings you will no doubt hear a great deal that bores you; some of the speeches may not be nearly as good as the speeches you make; some of the members may not be just to your liking; but even so, your time will be well invested even if you only add a dozen fellow sales managers to your list of business friends. So hunt up your local association—(if you don't know the address, we may be able to give it to you)—and join. If you haven't an association in town, start one. Here again we will be glad to help you by giving you the names of other sales managers in your community who might be interested in joining with you to start a club that will really do things.

Without revealing his identity a curious sales manager called his own office on the telephone, ostensibly to get a price on several items. He had to wait what seemed half an eternity before the girl answered. Then he was switched to another party, who asked the same questions the telephone girl asked and then said, "You've got the wrong department—wait a minute." Then he was switched to the third man who finally gave him the information he wanted, but only after putting him through the same grilling he had received from the operator and the other man.

"It is a puzzle to me how any of our customers ever had enough patience to do business with us over the telephone," he said.

Now things are different in this business. You can place an order or get a price without answering enough questions to satisfy a census taker.

A Valuable Franchise For 30 Picked Men

The Engravograph Corporation Seeks Highest Type Distributors For Exclusive Sales Territory

THIS is a challenge to every salesman and sales executive whose ambition is unsatisfied.

Unless you have the pioneering spirit, unless you are blessed with that "divine discontent" which marks the truly great salesman, we are not interested in you and you will not be interested in us.

But if a versatile mind and active imagination are backed by dynamic energy that remains unsatisfied even though in the minds of others you have "done well" our proposition will mean opportunity for you.

Pioneers of a Vast Service

What do you think of the sales possibilities for a simple and compact machine which gives to men, women and children of all classes the full satisfaction and protection of a complete name and address identification on virtually all personal articles?

You can see immediately that the Engravograph renders an identification service undreamed of until its invention. We can't see the sales limits for such a machine in a country of 110,000,000 persons. Can you?

The Engravograph opens an entirely new and virtually unlimited non-competitive marketing field. It builds its own channels of distribution and appeals to widely differing classes of manufacturers and retail stores.

Because of the enthusiasm with which the general public has greeted this new and unparalleled service many manufacturers are now using Engravographs in large numbers in special merchandising plans.

To the retail dealer it gives an opportunity for a sales building service the possibilities of which are as yet only vaguely realized. Sales have been increased ten fold on scores of articles in many classes of stores. Window demonstrations invariably result in a blocking of traffic.

We Want the Best Men

You now know why we are particular about the men to whom we give exclusive territorial franchises. We want the best men and our judgment will be based on

- (1) A record of success in handling a high grade sales force.
- (2) A financial responsibility and reputation that insure stability.
- (3) A grasp of the possibilities for the development of Engravograph sales that will prove you have a degree of alertness and resourcefulness above that of ordinarily "good men."

While financial responsibility is essential our terms will not require the use of any considerable capital. We do not, however, care to limit our sales possibilities by protecting irresponsible distributors regardless of their selling records.

Write or Wire for Complete Plan

Factory production has been brought to a point which permits us to move rapidly. We are no longer oversold. We wish to make contracts with distributors as rapidly as good judgment will justify us. We have definite ideas on the amount of money our distributors will be able to make and we will prove to you that our franchise is second to none in value.

General Sales Manager

The Engravograph Corporation

90 West St., New York

The End-of-the-Year Sales Slump

(Continued from page 1470)

Company of St. Louis, realized the value of the work being done by the association and offered its dealers further cooperation in the form of a special monthly flyer to be mailed to the dealers' customers.

This flyer is, in reality, the house organ of the Beck & Corbett Company, but last December the issue was printed in the shape of a catalog, with a special Christmas cover design, and thirty-two pages of descriptions and prices of hundreds of articles suitable for Christmas gifts for motorists.

According to A. R. Roach, the company sold 35,000 copies of the December issue among some 250 dealers.

In addition to selling the Christmas house organ at cost, Beck & Corbett also ran a Christmas window trim contest, offering a first prize of \$75, a second prize of \$50, a third prize of \$25 and five prizes of \$10 for the best Christmas windows put in by Beck & Corbett customers. The Automotive Equipment Association also ran a window display contest, offering a total of \$500 in prizes.

Special Promotion Schemes

The activities noted so far in this article are, of course, but a fraction of the vast amount of promotional work that is going into the problem of making December a busy month in lines where it was formerly looked upon as a month where the dealer was lucky to make expenses. Other associations are taking up the matter with a view towards educating dealers to make the most of the Christmas selling opportunity—dealers in lines which have in the past overlooked to a large extent the opportunity for increasing Christmas sales.

The W. Duke Sons & Company branch of Liggett & Myers Tobacco Company made a drive for Christmas business on several brands of cigarettes which were put up in special Christmas cartons. In addition to the usual efforts among dealers, the Chicago branch sent out a letter to industrial concerns, enclosing a colored folder illustrating Christmas packages of three popular brands, and soliciting business on

these brands as gifts to be used by companies by distributing cigarettes to employees.

When we make an analysis of the various appeals which can be worked into gift suggestions it is easy to see that few lines are wholly without some appeal as a gift. Portable typewriters have been pushed for the past several years as suitable Christmas gifts, and in a number of agencies, salesmen for a well known portable typewriter made a house-to-house canvass for orders, taking with their demonstrating machine a special Christmas carton in which the machine would be delivered to the buyer or recipient of the gift.

One Gift for the Family

One automobile sales agency made a special drive one December to promote the idea of pooling the family funds to purchase an automobile. December means slow sales in some automobile sales organizations, but this particular organization met with considerable success in its drive for sales. One salesman made a list of various men who were driving popular priced cars, and whose business interests demanded that they "put up a good front." His appeal to these men was, briefly: "Now your friends know that you've been driving this low priced car for a long time. If you buy a new car their impression will be that your business must have been mighty good this year. It will be money in your pocket to show this evidence of prosperity. Don't let them say that you're still driving the old 'can.' You can't afford it." The appeal worked successfully, enabling this salesman to break his own previous best record for a month's business.

This incident is mentioned simply to show how far the Christmas appeal may be used, and what great competition there is for the Christmas shopper's dollar. Along towards the middle of November thousands of Christmas savings clubs are closed and the year's savings are turned over to depositors. Ask any bank that runs one of these clubs how much money is paid out to club members during November and the amount will be startling.

An opening for

Sales Manager

Manufacturer of well established, staple food product, selling through grocery trade, has opening for a sales manager of proven ability. This is a real opportunity for the right man. Applications must be made in writing. Give detailed record of experience, salary, age and personal qualifications

THE GEYER-DAYTON
ADVERTISING CO.

Dayton, Ohio

MEN Wm. L. Fletcher Inc.,
can put you in
touch with THE RIGHT MAN
for any worth while job
93 Federal St. Boston, Mass.

Better Booklets for Less Money

5000 Eight-Page BOOKLETS	5000 Four-Page FOLDERS
3 1/2 x 6 1/4, printed on good Enameled paper \$70	6 x 9, printed on good Enameled paper \$42
1000 8-page booklets, \$25	1000 4-page folders, \$20
Write for Free Samples on Your Printed Letterhead	
E. FANTUS CO., Printers, 525 S. Dearborn St., Chicago	

Do You Want More Business?

Consult

—WRIGHT SERVICE—

2642 East 22nd Street

BROOKLYN, N. Y.

PHOTOGRAPHS that will save the cost of expensive art work—that will improve your salesmen's portfolios—that will tell your story in a better, clearer way.

Let me quote on your next order

LEWIS F. NATHAN CO.

101 W. 42nd St., New York Phone Bryant 7736

Drug and Confectionery—Salesmen

A neat side line patented specialty that ice cream dealers "eat up." A good week's pay on the side right along. Customers regard it as a favor. Easy to carry. Write for territory and details. Address

DOVER MFG. CO. Inc., Dover, N. H.

Not Willy-nilly!

WE do not solicit your account unless you, like Barkis, are willing. But we do like to meet ambitious advertisers with whom to discuss the absorbing and vital subject of advertising, and *possibly* good agency service. Will you invite one of us to call? Conversation will not develop into solicitation and, unless you take the initiative, there will be no second call.

McKENNEE & TAYLOR, Inc.

ADVERTISING

350 MADISON AVE., NEW YORK

Fifty Inexpensive Plans for Getting Inquiries —for Free Examination

The editorial staff of the Dartnell Corporation is just completing a most comprehensive investigation of the most successful plans used by leading concerns to get inquiries at low cost. A copy of the report of this investigation, and weekly mailings of the Dartnell Sales Service (of which these reports are a feature), will be sent to executives interested in Sales and Advertising on trial. If you find the service helpful it may be continued—otherwise the material may be returned any time within thirty days for complete cancellation of the \$6.00 monthly charge. The report alone will be sent on ten days' approval at \$3.00.

Write to **DARTNELL—1801 Leland Ave., Chicago**



THE SHALLCROSS COMPANY
Quality
Halco.
PHILADELPHIA, U.S.A.

Ribbons and Inks

for the

MULTIGRAPH	NEOSTYLE
MULTI-COLOR	ADDRESS-O-GRAPH
MIMEOGRAPH	TYPEWRITER

Halco Supplies are made first to please the user, but their ultimate duty is to please the receiver of your letters, by presenting to him letters that are as near mechanical perfection as good inks and ribbons can make them.

There is just one way to make good inks and ribbons. The best of materials, modern equipment and skilled labor that knows the requirements of the various machines and builds its product accordingly. HALCO SUPPLIES combine these points with just a little more for good measure. Halco Supplies cost no more than ordinary supplies, as they are sold to you direct, either from our factory at Philadelphia, or through our branches in New York, Chicago, Washington, D. C., or San Francisco.

Send today for latest price list and see for yourself!

THE SHALLCROSS COMPANY 1460 Grays Ferry Road
Philadelphia, Pa.
Branch Offices: New York, Chicago, San Francisco, Washington, D. C.

It shows the vast sum of ready cash that is available for Christmas buying, in addition to the money that will be available from other sources.

The appeal for regular merchandise which fits into stock at any time of the year, as well as at Christmas time, will be stronger than ever before this year, for with the hand-to-mouth buying that is prevalent all over the country, the merchants will probably be more disposed to buy standard items in special Christmas cartons than the standard gift items which do not have a strong sales appeal after the holidays. The plan of putting up merchandise in special Christmas cartons or wrappers which can be removed easily in case the merchandise isn't sold during the holidays, will probably meet with more than usual favor among the retail buyers this year.

When the sales record is totaled up for 1924, the sales manager who has added a good volume of Christmas business will be amply repaid for the effort expended—especially if that business is made up of sales that might not have been made otherwise, or if an ordinarily dull month has been made busy.

Roy Johnson Now Eastern Editor for Dartnell

Roy W. Johnson, whose articles on sales and advertising subjects have been appearing in "Sales Management" for the past two years, has joined the Dartnell editorial staff, and will be in charge of Eastern editorial activities. Mr. Johnson was formerly connected with the sales and advertising departments of Burroughs Adding Machine Co., Ames, Holden-McCready, Ltd., and the advertising agency of Smith, Sturgis and Moore. For seven years he was a member of the editorial staff of "Printers' Ink," and for some time was a consulting expert in New York on good-will protection and trade-mark matters.

C. W. Hamilton, for several years with the National Cash Register Company in various sales promotional capacities, has also joined the Dartnell editorial staff, and will be located in Chicago.

Eugene Whitmore, who for four years has been associate editor of "Sales Management," has been made managing editor.

Why Our Business Didn't Suffer When We Discontinued Our Guarantee

(Continued from page 1456)

consumers, knowing the wearing qualities of Holeproof continued to buy it just the same as ever.

"It was a great lesson to me. It taught me how easy it is to lose sight of the real reason for the success of a business. We had thought the guarantee was the foundation, cornerstone and mainstay of our business. As a matter of fact, character, the quality of our product, our merchandising policy, and our advertising methods were the fundamental causes behind our success. It was a case of mistaking the shadow for the substance.

Year-Around Advertising

"In my experience I have found it is often easy to make similar mistakes. We look upon traditions and old policies as immovable and unchangeable. Then conditions arise which seem to point to a better method. We are afraid to change them, or we are satisfied to go ahead, too timid to risk the results of a change. But in most cases it has proved easy to make the change—and the business has gone right ahead, regardless of calamity howlers.

"For many years we had always conducted our advertising on the basis of two campaigns a year—four months in the spring and four months in the fall. Because our sales fell off in July and August and January and February we had always discontinued our advertising during those months. Then a year or so ago I got to thinking about this policy. Was it the correct one after all? People didn't stop wearing hosiery during these months.

"Then why stop advertising? I decided to go to our board of directors and ask for a larger appropriation to cover advertising expenses for these four 'off' months. Now we are advertising twelve months in the year instead of eight. I believe it is the right way to advertise, although there are, as yet, no very definite results to prove it; still it seems reasonable to believe that advertising in January or August, July or February will receive just as much attention as in any other month.

"We have never felt that our obligation ceases when our goods are

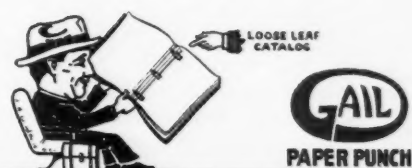
delivered to the dealers' stores. We feel that the most important part of our service begins at this point. We feel that the success of Holeproof is based, to a large extent, on helpful service to the retailer—helping the merchant sell the goods quickly and easily.

"I have found it a poor policy to pay much attention to competitors. With all due respect to other manufacturers I might say that I watch them to see what not to do, rather than to gain ideas as to what to do. My reason for saying this is to show how easy it is for one concern to go wrong in following the ideas of another. The trouble comes not from the fact that the original idea is wrong, but from the fact that one organization can seldom do a thing, or carry out a policy exactly as another organization does. We have had many imitators, yet few of them have succeeded. The other large concerns in the hosiery field have built businesses and become successful, not by imitating us, but by building a business along lines of their own making.

Character and Quality Fundamental

"I remember one concern which started out with guaranteed hosiery and a policy as near like ours as they were capable of making it. But they fell down somewhere, as they have never been able to build a business that approached success. They would even go into stores and buy the complete Holeproof stocks if the dealers would agree to replace Holeproof with their line of hosiery. They were always up to tricks like this. None of these tricks seemed to work.

"So I would say that it is necessary to build a business, first on Character, then on Quality, and then to build up the business step by step as you see fit, not by imitating someone or by trying to follow trade precedent. You will naturally make some mistakes, and it will be necessary to change and develop policies from time to time, but so long as you stick to character and quality and are not too afraid to make a change when necessary you need not worry about competition."



Fits Right in Your Book

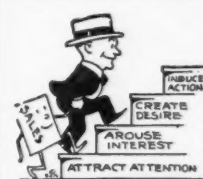


Goodbye flying catalog and price sheets. Carry the Gail Paper Punch right along in your ring binder, or carry one of the detachable punches on your key ring. You need one. If your dealer can't supply you, send \$1.25 and we will ship postpaid one rule and three nickel plated punches.

\$1.25
from your
dealer

Gail Manufacturing Co.

1507 MUNSEY BLDG. BALTIMORE, MD.



Sales Managers!

Liven up your sales contests and bulletins with original cartoons. If you have an idea we'll work it out; if you haven't, we'll supply one.

We specialize in convention cartoons.

Send for proof sheets

We Draw Cartoons to Order

Business Cartoon Service

Lew Merrell

35 S. Dearborn St.

Chicago

Mailing Lists

We are prepared to furnish you mailing lists of every classification all July, 1924, guaranteed 98%. Ask for our General Price List showing 4,000 classifications and 52 page Red Book itemizing them by states. Very valuable information and costs you nothing.

A. F. WILLIAMS, Mgr.

166f West Adams Street, Chicago

Established 1880 Phone Franklin 1182



Lithographed and printed cloth, folded edge fiber, paraffine cardboard, paper and metal signs in colors that stand outdoor exposure. Die-cut shapes, cutouts and paper displays for interior work. Road and field signs printed with genuine paint on metal and mounted in good substantial wood frames, made with special lock corners, any size.

The Massillon-Cleveland-Akron Sign Co.
Dept. D Massillon, Ohio

FOR MOTOR & ENGINEERING ADVERTISING IN ENGLAND consult

The HERITAGE PETERS
ADVERTISING SERVICE LTD.,
COVENTRY, ENGLAND.

The British Invasion of American Advertising Columns

How Effective Copy is Selling English Goods in This Country in Spite of Competition of Home Manufacturers

By a Member of the Dartnell Editorial Staff

WHILE some American manufacturers are worrying about the effects on business of politics, hay fever, Ku Klux, oil scandals and prickly heat—British companies are coming over here and making a drive for our trade. While cold-footed American manufacturers are cutting down sales forces and slashing advertising—Britishers are expanding in our front yard.

Soap, perfume, clothing, sporting goods, cameras, ginger ale, cured fish, chocolates, golf balls, cigarettes, pipes, automobiles, linens, preserves, and pills! All of these things are made in this country, all of them are advertised, and yet the venturesome English are not afraid to compete, tariff or no tariff.

British Advertise Many Products

One of the most interesting developments in the last twelve months' business history of this country has been the activity of our cousins. Many new campaigns have been launched; others are contemplated. One British manufacturer after another plans to follow the example set by such manufacturers as the makers of Lux and Dunlop Tyres, and start factories and distributing stations in this country. A survey of two New York newspapers and three magazines yielded the following impressive list of British advertisers:

Eno's Fruit Salt, Lea and Perrin's Sauce, Wincarnis Tonic, Rubber Growers' Ass'n, Erasmic Soaps, Aquascutum Raincoats, Silver King Golf Balls, MacKintosh's Toffee, Crosse and Blackwell Preserves, Lipton's Tea, Morny Perfumes, Cadbury's Chocolates, Daimler Cars, Mark Cross, O'Keefe Ginger Ale, Colman's Mustard, Reckitt's Blue, Beecham's Pills, India Tea Growers' Ass'n, Pears, Lux and Rinso, Burberry's Clothing, Dunlop Rubber Goods, Marshall Herrings,

Contessa Nettel Cameras, Heath Hats, Ross Ginger Ale, Dunhill Pipes, Rolls Royce, Cantrell and Cochrane, Barclay's Bank.

When put back on the market, after four years' absence, it was assumed that the public would respond to this type of reminder.

This list is by no means complete. To it should be added other classifications of advertisers, as well as other makers of products similar to those mentioned. Insurance companies, especially those specializing in fire, liability, theft, etc., are very active.

While most of these sales and advertising campaigns are competitive in nature, some are educational, and designed to increase consumption of a basic product. The story back of the Rubber Growers and India Tea campaigns is interesting. Perhaps the English drink tea because they have not learned to make good coffee—at any rate the tea consumption over there is eight pounds per head per year, while here it is only one-eighth of a pound. Sixty-

four times (if our arithmetic is not faulty) as much! What was more natural then, than the assumption that the United States represented an inviting field for propaganda work?

The India Tea Growers' Association is made up of the proprietors of nearly all the tea gardens in Hindustan proper (with headquarters in London) and money for publicity purposes is raised by a voluntary cess of about one half cent per 100 pounds of tea exported; \$250,000 was appropriated for missionary work in the U. S. A. this year, and the first results were so satisfactory that an extra \$50,000 was sent over. The advertising, which at present is confined to New York, Philadelphia, and Boston, will be extended West and South, and the association plans to invest a quarter million dollars annually for the next five years. This advertising does not exploit any brand or trade-marked tea; it is designed to whet the appetite for India tea and to show people how to make good tea.

Results proved that the American housewife needed the "whet-the-appetite" appeal to bring back the memory of Marshall's.

Naturally, some of the proprietors of package teas, whose product is either all India tea or contains a blend of India tea, have sought to take advantage of the co-operative advertising. For example, every large newspaper advertisement of the association is accompanied at the side by a small advertisement of Lipton. A rather remarkable feature of this tea advertising is that up to the present the tea growers have been selling every pound of their output—but they are forehanded enough to work for and look for an increase in consumption.

The Rubber Coop Campaign

The Rubber Growers' Association, made up of 573 producing companies and 335 individuals, is conducting an educational campaign with funds raised from a small assessment per planted acre and voluntary contributions. The members grow rubber for a thousand and one uses, but in the American campaign in trade papers and selected newspapers the attention was concentrated on natural crepe soles. The American agency which prepared the campaign studied the market and advised that the greatest benefits would come from inducing shoe manufacturers to attach natural crepe rubber soles to their product instead of imitation rubber soles, and that a trade paper campaign alone would not accomplish the task.

So they chose a few dominant newspapers and a small amount of space in a leading weekly magazine to educate the consumer on the advantages of genuine rubber. Any demand created would trickle back through the natural trade channels—consumer to retailer to jobber to manufacturer. The 1924 campaign has been a "feeler," but successful according to reports, in that it induced almost every manufacturer to offer to his trade one or more shoes with a crepe sole, and created considerable consumer discrimination which was noticed in stores where crepe sole shoes are sold.

The distributors of Marshall's Herrings discovered one idiosyncrasy of the American public—it believes in advertising and reacts favorably to good advertising, but it has a short memory, and one which must be constantly prodded and re-

mind. Marshall's Herrings have been sold in the United States for a score of years, but there was a four year interruption during the war.

It seemed logical that people would resume their buying habits as soon as they were informed that the product was again on the market. Advertisements were designed and published, telling consumers that the old favorite was back again and directing them to their grocers. In the advertisements the package was featured, but no attempt was made to show, by copy or pictures, how tasty the product was. Results were not as good as they might have been; people did not take the trouble to "ask the grocer." A second attempt was made—this time to whet the appetite—and it has resulted in cleaning out all of the warehouse stock and selling in advance a considerable share of next year's pack. Marshall's experience only goes to prove what so many American manufacturers have discovered about this market—that advertising once started must be continued if the sales curve is not to start running downhill. Good advertising will show immediate results, but the results get better as good advertising is continued.

Advertising Schedules Are Heavy

One English advertiser, the firm of Lever Brothers, is among the leading investors in American advertising space. Records compiled by the Crowell Publishing Company, of advertisers using space last year in twenty-seven general and women's magazines, show the following to have been spent on some of the British products:

Lever Brothers	\$664,795
Eno's Fruit Salts	90,790
Colman's Mustard	26,850
Dunlop	35,700
Rolls Royce	11,300
Cantrell and Cochrane	52,450
Tootal, Broadhurst and Lee	16,225

These amounts were invested in one form of advertising only—magazines. Nearly all of the British advertisers also used newspapers, trade papers, window displays, and the like.

The majority of foreign companies operating in the United States work through American sales representatives who are exclusive

agents, but manufacturers of products which can gain a large volume of business, as in the case of household products like soap, find that it is more economical to have an American company and an American factory, thus escaping the tariff duty.

All of the British companies that advertise do it through American advertising agencies. The vastness of the U. S. A., the heterogeneity of the population, the immense variety of advertising mediums, are details which are too well known to need elaboration, but they have an important bearing on the success of advertising here, and only the American agencies can be expected to offer effective advertising aid in solving the problems.

Window Display Men Will Meet in Cleveland

The first annual convention of the Window Display Advertising Association will be held at Cleveland, Ohio, September 29 to October 1, at the Statler Hotel.

A number of prominent speakers are scheduled to speak on various phases of window display advertising. Among them are: "The Important Phases of Window Display," by J. Duncan Williams; "Nature and Human Nature in Window Display," by George A. Smith, window display director, United States Rubber Company; "The Small City Dealer's Viewpoint of Window Display," by J. T. Northrop, advertising manager, Smith-Winchester Company, Jackson, Michigan; "Window Display Advertising—the Past and the Future," by Carl Percy, president, Carl Percy, Inc., New York City; "Proper Window Illumination and What It Means to National Advertising," by A. S. Turner, Jr., Edison Lamp Works; and "Merchandising Through the Windows," by R. G. Pankow, the Western Company.

Two demonstration windows will be provided in which demonstrations will be made by H. W. Schulze, Hickok Manufacturing Company; C. H. Gager, Welch Grape Juice Company; Joseph M. Kraus, A. Stein & Company; Evans E. A. Stone, Standard Oil Company of New Jersey; John H. Moore, Florence Manufacturing Company; G. Farrell, Lamont, Corliss & Company.



The Retail Center of Chicago's North Shore

Surrounding the beautiful Hotel Sheridan Plaza is the rich retail district of Uptown Chicago. At this most favored hotel the business traveler enjoys exceptional advantages of location and accommodation—and easy access to all Chicago. Moderate rates in restaurant and Narcissus Grill cafeteria. Eighteen minutes from downtown. Elevated, surface cars, motor busses.

Every room has private bath. \$3 a day and up

**Hotel
Sheridan-Plaza**
CHICAGO
Sheridan Road at Wilson Avenue



Where the Sale Begins

First impression is important—see that the card you present is an indication of your business character.

Wiggins Book Form Cards can be beautifully engraved or printed, and are always clean and convenient. Bound at one end, they detach easily with a smooth, straight edge. They have the snap and "feel" of quality.

We engrave them or supply blanks to your printer for type-printed cards. Convenient cases in several forms. Write for sample tab and information.

The John B. Wiggins Company
Established 1857
1102 S. Wabash Ave. CHICAGO 705 Peoples Gas Bldg.

WIGGINS
Peerless Book Form CARDS

Scientific Methods for Selecting Salesmen

(Continued from page 1454)

range, discussed in the foregoing paragraphs.

Many elements of personal history and experience in the life of the applicant have been proved important in a number of sales organizations. In our own company, for example, we have discovered that there is a significant relation between success in selling and the following factors: type of previous experience, number of previous jobs, amount of time spent in previous positions, amount of education, number of dependents, etc. Perhaps we would have found other significant items, but our former application blank contained very few items. Our present blank will enable us, during the next year, to evaluate such facts as recreations and hobbies, habits of saving, life insurance carried, occupations of relatives, nationality, membership in clubs and lodges, whether raised in the city or country, etc. When we have checked up on all these things, we can discard from our blank all the items which prove to have no significance.

More Facts Are Needed

There is one important consideration in connection with the establishment of selection standards, which has not thus far been mentioned. Extreme care must be taken in establishing a criterion of success or failure for use in evaluating the various physical and personal history factors. Few sales managers can sit down and classify accurately all the members of their sales organizations in terms of success or failure. Quota systems in use are for the most part lacking in accuracy, and mere production figures, either in dollars or in units sold, seldom reflect the actual or comparative value of any salesman. Territorial and other conditions vary so greatly that no two salesmen in an organization may have jobs of equal difficulty. When there is no single generally acceptable yard stick for measuring the success of salesmen in the company, the first job of the sales manager or his research staff is to develop one. This is no easy task,

for it sometimes involves the use of statistical methods which are unfamiliar to all except technically trained statisticians.

However, in a large number of cases, some one factor may prove accurate enough in discriminating between successes and failures to warrant its use alone. For example, where one hundred per cent distribution of a product is desired, the salesmen may be rated fairly by using the "percentage of outlets sold." In another case, the "ratio of calls to demonstrations" may be an accurate measure of efficiency. Some companies which depend upon building good-will with the trade through long acquaintance, might use "length of service" as an index of value to the company. If no one of these criteria can be used alone, a combination of two or more, properly weighted, may prove reliable. One company solved its evaluation difficulty by combining "length of service," "per cent of quota sold," and the branch manager's ranking of his salesmen, into a composite score. This may sound like adding pigs, chickens, and cows and getting horse-power, but statisticians can prove that it is very proper, and simple.

The Vital Factor

Another problem connected with the evaluation of the facts about applicants is the method of arriving at their significance. The simple distribution of cases previously described by no means exhausts the possibilities. The line graph or curve may give a more satisfactory picture of the facts. Study Chart A for a moment. Here we have a direct indication of the degree of relation between the number of years of education beyond grade school and the length of service with the company in question. The curves are drawn by joining the points which represent the average length of service of each of the groups represented along the base line by different amounts of schooling.

The curve for the present sales force clearly indicates that men

who have had four years or more of advanced education are better risks for the particular company concerned than are men who had three years or less of training beyond the grades. The curve starts downward at six years and crosses the average service line at seven years. The curve for exits exhibits a tendency contrary to that for the present sales force, showing especially an upward trend at the right.

A curve such as the one for the present sales force in Chart A indicates the lack of a constant or regular relationship between the two factors or variables, but still enables the sales manager to establish a definite significance for a certain amount of education. If the curve for the present sales force showed no downward trend at the upper ranges of education, the sales manager could say that the more education an applicant has received the longer he will stay on the job.

Four Year Men Are Better

Another common form for discovering the significance of any selective factor is to show the facts in the form given in Chart B. Here the sales force has been classified according to the type of chief previous experience. Inspection of the chart shows that men who have been government clerks, farmers, delivery men or wagon drivers, and school teachers, are better risks than men recruited from the other groups shown. There are perhaps too few cases of teachers and farmers to warrant full dependence on their records, but they may be given the benefit of the doubt. Clearly, former automobile salesmen, tradesmen, specialty salesmen and professional men should be looked on with disfavor, other things being equal.

Other things are not always equal, of course, and this fact must always be kept in mind. Age can not be considered alone, neither can the facts of previous experience. In the end the sales manager must weigh the importance of age, height, weight, health factors, marital status, dependents, previous experience, education, etc., in terms of their relation to later success, cast up the favorable facts against the unfavorable, and decide whether to hire or reject. But more about this later. The job is much simpler than it sounds.

Prestige

¶ Just as John Wanamaker and Marshall Field gained everlasting *Prestige*, as merchandisers, through Confidence and Service, so has THE ROTARIAN gained *Prestige* in the advertising field by the same methods.

¶ The success of THE ROTARIAN is really remarkable, but it owes its success and *Prestige* entirely to a persistent and consistent effort to hold the Confidence of its readers and advertisers by rendering real Service.

THE ROTARIAN

The Magazine of Service
CHICAGO

Member Audit Bureau of Circulations

Advertising Manager, Frank R. Jennings, 221 East 20th Street, Chicago

Eastern Representatives
Constantine & Jackson
7 West 16th St., New York

Subscription price: \$1.50 in U. S., Newfoundland, Cuba, and other countries to which minimum postal rates apply; \$1.75 in Canada; \$2.00 in all other countries

Published Monthly by Rotary International



Every 12 Seconds a New Story

It talks night and day—never tires. Its 14x26 inch wings with sixteen different announcements turn automatically every twelve seconds. Reverses mechanically. Operated by 1-20th horsepower motor at a cost no greater than a 40-watt lamp. Flood light at bottom makes easy reading. The mechanical action of device and the intermittent glow of the colored lamps at top arrest and hold the attention.

The Super-Salesman will pay for itself a hundred times by increasing sales. Retailers use it for window displays, manufacturers as a dealer help, exhibitors as an attraction at their exposition and convention booths.

"We wish to take this opportunity to thank you for forwarding the new machine to us which proved eminently satisfactory in our exhibit and attracted considerable attention."—Carnegie Steel Co., R. L. Twitchell, Advertising Manager.

"We have had one of your machines in our window for the past several weeks, telling the story of Celotex Insulating Lumber together with photographs of several local homes in which Celotex was used. The results have greatly surpassed our expectations."—Wm. J. Ryan Company.

"We found your Super-Salesman very effective when used at our booth at the convention and exhibit of the National Railway Appliance Association at the Coliseum, Chicago, last month."—Roberts & Schaefer, Engineers, Wrigley Building, Chicago.

AUTOMATIC DISPLAY FIXTURE COMPANY

415 Massachusetts Avenue
INDIANAPOLIS, INDIANA

NAME _____
ADDRESS _____
CITY _____ STATE _____
Please send information regarding Super-Salesman to:
AUTOMATIC DISPLAY FIXTURE CO., Indianapolis, Ind.
415 Massachusetts Ave.

EARL B. SHIELDS *Advertising*

OURS is a small organization, comparatively, and must necessarily remain so, because our working plan is built entirely upon the "personal service" idea. We have all of the facilities for handling national campaigns, but are able, nevertheless, to handle a small appropriation profitably, without sacrificing the quality of our work.

1623 HARRIS TRUST BLDG.
CHICAGO

DIRECT EVIDENCE INCREASES SALES

YOUR salesmen should show skeptical prospects the testimonial letters and orders which you receive from satisfied customers—it would remove doubt and get the order. **HARD-SHELL PROSPECTS DEMAND PROOF** You could provide it by making use of the testimonial letters and orders lying idle in your files.

PUT POWER BEHIND YOUR TESTIMONIALS Give a copy to each of your salesmen and note the effect on their moral and orders.

We make copies of anything written, printed or drawn—Letters, Orders, Contracts, Maps, Plats, Charts—without the use of glass plates or expensive cuts.

Write for Samples and Prices

AJAX PHOTO PRINT CO.
35 W. Adams St. Chicago, Ill.

\$22,000 from a ! Letter !

\$22,896.20 worth of merchandise sold with a single one-page "form" letter at a total cost of \$136.05. Send 25c for a copy of "Postage Magazine," and an actual copy of this letter will be sent gratis. If you sell, you need "Postage," which tells how to write Sales-Producing Letters, Folders, Booklets, House Magazines. Subscription \$2 a year for 12 numbers chock full of usable, cashable ideas.

POSTAGE, 18 E. 18 St., New York

PREMIUM SERVICE and PREMIUMS

—We save you all the overhead expense, all your investment in premiums and all the worry and bother of buying, handling and distributing.

—Our business isn't identified with either cooperative coupons or trading stamps. Our patrons retain their identity; the premiums are theirs, the catalogs or leaflets are theirs and the coupons are theirs; we are simply their premium department.

—Let us send you our booklets explaining everything in detail.

THE PREMIUM SERVICE CO., Inc.
199-201 Franklin Street New York

TESTIMONIALS

Orders, checks, maps, reports, blueprints, etc. PHOTOSTAT prints are convincing photographic facsimiles—produced without plates

Send for Samples
Best prices—Quickest service

Commerce Photo-Print Corporation
80 Maiden Lane New York City

TIPS



A general resume of the business conditions in Montana has just been issued in attractive form by the Butte Daily Miner of Butte.

The publication, which is in the nature of a folder, designed to fit the usual filing case, contains in loose-leaf form under departmental heads, useful information for the advertising agency when preparing schedules for the placement of advertising copy.

Populations of the principal cities in Montana are given, and some enlightening figures upon using the pages of the "only morning newspaper published in Butte," have been compiled.

Statements of the production of copper, zinc and gold are given over a period of time. Butte as a cattle market, and as a center for the distribution of dairy products is featured. The retail establishments in the city are alphabetically and numerically listed. Attention is directed to the Miner's service department.

Copies may be obtained upon request.

Who is this mysterious fellow, the architect? Is he the cold, hard-to-interest individual dwelling in marble halls and smoking mid-Victorian pipes so many advertising men and sales executives seem to think he is—or does he respond, like any other highly imaginative quick-minded idealist, when your sales message is properly prepared and directed to his attention? It seems to us that this reputation for unresponsiveness on the part of the architect, like the report of Mark Twain's death, is greatly exaggerated, and this opinion is supported in a little publication called "The T Square" issued as a house organ by Charles Scribner and Sons, publishers of "Architecture." If you have occasion to deal with architects in the marketing of your products you will find "The T Square" highly interesting and informative. You can get on the "free" list by addressing the publishers at 597 Fifth Avenue, New York.

Manufacturers and advertising agencies interested in the distribution of products through retail hardware channels will find a most intimate and accurate study of 1,248 retail hardware stores in 43 states for the year 1923, in a booklet-report just issued by The National Retail Hardware Association. The report contains carefully compiled statistics on the cost of selling hardware, profits made and volume of business done by classes of stores grouped by population served, and may aid you materially in formulating your sales plans. A. B. Mills, manager of the association, 915 Meyer-Kiser Bank Building, Indianapolis, is the man to write to.

While the report was prepared for members of the association exclusively you may be able to obtain a copy.

Many of the problems in developing business in foreign countries will be simplified, or removed altogether—and possibilities for profitable business multiplied if you will write the Department of Commerce, Washington, D. C., for a copy of a new pamphlet entitled "Helping the Exporter." Nothing we have ever seen gives such a comprehensive picture of the service the Government will be glad to give exporters in promoting foreign business.

The booklet reproduces correspondence between the department and a suppositional inquirer regarding market possibilities in Bolivia, and illustrates to what lengths the department will go to assist an American firm to develop foreign business. Copies of the booklet will be sent free to executives requesting them.

We can recommend very highly a series of portfolios issued by The Hammermill Paper Company, Erie, Pa., which deal interestingly and helpfully with the following subjects: "Quicker Turnover for Your Goods," "Choosing Cover Stock for Effectiveness and Economy," "Uses for Hammermill Writing," "Standardizing the Paper in Your Accounting Department." Ask Mr. Chabot, the advertising manager, to send them to you.

If you would know more about Houston, Texas, the next meeting place for the Associated Advertising Clubs of the World, you will be agreeably impressed with the intimate nature of a new rotogravure booklet just published by The Houston Chronicle. Profusely illustrated with views of Houston's industries and leading citizens, it is a very interesting example of a newspaper's study of its market. The Chronicle will be glad to send you a copy with their compliments. Steve Kelton is the advertising manager and the man to address.

Probably no other industry has outgrown its swaddling clothes and pyramided product value so rapidly as radio. Since 1920 radio sales have jumped from \$2,000,000.00 to more than \$350,000,000.00. The radio department of Arthur Rosenberg Company, Inc., advertising agents, 110 W. 34th Street, New York, has just published a very interesting booklet giving as complete information as is possible about this amazing business, including the advertising media which features radio, with rates and circulation; data regarding 300 newspapers which print radio news; a radio trade map of the United States; etc. If you are interested in this market it will be time well invested to write for a free copy of the "Radio Advertisers Data Book."

News of the Road

Baltimore, Md., Richmond, Va., Pueblo, Colo., and Sheboygan, Wis., have recently been added to the chain of some fifty cities included in the Saunders Drive-It-Yourself System. From Baltimore to Denver, and from Milwaukee to Mobile, the sales manager and his men can now, in almost any considerable community, rent a new clean car for sales work, drive it as if it were his own and pay by the mile. Rates are uniform through this system, requiring no minimum mileage, time or driver charges.

The outstanding feature in the new Hotel Agate Bay, which was opened in Two Harbors, Minnesota, on June 30th, is a great cobblestone fireplace, a most artistic piece of work, in the large lobby. This will undoubtedly be put to good use by salesmen during the cold Minnesota winters. The Agate Bay contains sixty rooms, with numerous baths, large dining room, writing room and other modern conveniences.

Mexico City has recently celebrated the opening of the magnificent Hotel Mancera, which has the distinction of being the oldest as well as the newest hotel in the city. The building was begun in 1573 and the old 16th Century architecture has been linked with 20th Century efficiency in a way to cater to the most divergent demands of the traveling public. The Mancera is located in the heart of the shopping and theater district and the roof garden presents a most commanding view of Mexico City and the entire valley.

The rapid growth of Freeport, Illinois, has made it necessary to increase hotel accommodations. Accordingly, the new Hi-Way Hotel is now being constructed and will offer eighty more rooms for the tired traveler. The name of this new hostelry is in honor of its prominent location on Grant Highway. All modern conveniences will be installed including handsome lobby and dining room, writing and rest rooms and tub and shower baths in each room.

Traffic has been so heavy on the busses running between Dayton and Columbus, Ohio, that it has been necessary to add several more cars to the schedules. Also new routes have been established between Dayton and Hamilton, and Dayton and Richmond, Indiana.

The Wisconsin Hotel Realty Company, which owns and operates the Hotel Wisconsin in Milwaukee, as well as the New Loraine in Madison, Wisconsin, now have under construction a new hotel in Wausau, Wisconsin. The Wausau, as it will be called, is being built on the site of the old Bellis House and will contain 250 rooms.



Handy Expense Books
for Traveling Men

Space for all necessary expense items. No carrying forward, reduces possibility of error, saves time and trouble for salesman and bookkeeper. Hundreds of progressive firms everywhere keep their traveling men supplied. Sample free.

100 for \$3.00 500 for \$13.75 1000 for \$25.00

GARRETT & MASSIE, Inc., Publishers
P. O. Box 1837-D Richmond, Virginia



Here you see the Heating and Piping Contractors National Association in session in The DRAKE'S Georgian Ballroom, so ideally arranged for the convenience and comfort of sessions of the greatest magnitude.

Planning a Convention?

This new book will help—many executives tell why theirs were successes

If you are looking ahead to a convention of your association—or of your company's sales force—you are probably planning already to make it a success. What kind of accommodations—what location—what kind of service—what sort of cooperation on the part of hotel and city make for the 100% successful convention? More than a score of national associations and large sales organizations have brought together their convention experiences for you in The DRAKE book. Such groups as Kiwanis Club International, American Railway Association, Sun-Maid Raisin Growers, Westinghouse, Remington Typewriter, Equitable Life Assurance Society, answer from first-hand information.

If you are a sales manager or other executive or a member of a national association, we would like to present you a copy of the new DRAKE book. Whether you are immediately planning a convention or looking forward to one in the future, you will find these facts on successful conventions very interesting. The coupon is for your convenience—it brings The DRAKE book, Edition "M", by return mail.



The DRAKE

Lake Shore Drive and Upper Michigan Avenue
CHICAGO

*Under the BLACKSTONE Management
the World's standard in hotel service*

"I Would Like to See The DRAKE Book"

Please send me without obligation
The DRAKE convention book "M".

Name

Company or Association

Address

Mail to The DRAKE, Lake Shore
Drive and Upper Michigan Avenue,
Chicago.

Personal Service and Sales Department Supplies

Classified rates: 50c a line of seven words; minimum \$3.00. No display

SALESMEN WANTED

PROSPECTS FOR BUSINESS THIS FALL in our line look better than they have for three years. We want field representatives accustomed to calling on executives, to sell our advertising, sales promotion and architectural service to building material merchants. Income proportionate to ability, effort and results. Write National Builders Bureau, 1133-36 Hume Mansur Bldg., Indianapolis, Ind.

500 DISTRICT REPRESENTATIVES—50 each, for New York, Chicago, Detroit, Washington, D. C., Atlanta, Nashville, Kansas City, Buffalo, Dallas, New Orleans. Must have a satisfactory past record. Unit of sale \$500 to \$2,000. Leads developed through national selling and publicity campaign. If you can show a worthwhile record of past results, we will interview you personally. Investment, life insurance, or real estate experience advantageous, but not necessary. Training and cooperation guaranteed. Give all information possible in first letter. Confidential, of course. Address all replies to Box 976, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

THE BEST EVIDENCE OUR MEN ARE the best paid salesmen in the world is the records they have made. Reads like romance, but is as true as gospel. If you want to get out of the field of competition and into an advertising line covering over 50 different classes of real prospects, here is your opportunity. Astounding earnings are usual. It's a one call seller. Averages you \$50 per sale—no investment. Good men pick it up in two weeks and are on Easy Street in a month or less. Our whole story is worth while for the man who has never had his chance to make enough money. Write today. Alexander Film Co., 3329 S. Broadway, Denver, Colo.

ALUMINUM WARE SALESMEN WANTED by manufacturer to handle as side line or full time a popular priced complete line of medium weight well finished utensils thoroughly guaranteed. Complete assortments and open stock. Commission basis. The Massillon Aluminum Co., Massillon, Ohio.

POSITIONS WANTED

HIGH-GRADE SALES EXECUTIVE, OR sales engineer, is open for engagement, with responsible organization, to handle their products in the south and southeastern states. A real producer with both sales and engineering experience, combined, backed by proven ability. At present employed, but desire change, where field is unlimited. Box 974, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

WANTED POSITION AS SALES EXECUTIVE—Sixteen years experience as district sales manager, advertising manager, business manager and sales executive handling machinery. Organization of sales office and branch office and agency distribution a specialty. Address Box 970, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

SALES EXECUTIVE—HAVE SOLD GOODS to retail trade in forty states, two foreign countries. Now division manager for thirty men for large drug mfr. Past twelve years have trained men. Desire position as sales manager where ability counts. First class and high type. Salary commensurate with ability. Write Box 972, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

IDEAL NEW BLOOD—CAN YOUR ORGANIZATION benefit by securing a fresh unbiased outside point of view through a sound, seasoned, mature seller with a good clean record who seeks an opportunity in a different line? Gentle—good personality and address—university graduate—thoroughly honorable, reliable and conservative. About eight years with large packer as by-product salesman and assistant sales manager—about 10 years on LaSalle St., as high grade security salesman and sales manager. Recent earning basis over \$5,000.00 yearly. Married, 3 boys, 39 years old, lives in Evanston, belongs to a golf club—best references. Doesn't want to leave Chicago district. Security business now distasteful to him and feels would quickly adapt himself to a position of sales responsibility such as sales executive or district manager in a commercial or specialty line. Address Box 978, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

EXECUTIVES WANTED

SEVERAL QUALIFIED SALES MANAGERS, with demonstrably successful records in recruiting and handling large organizations, will find permanent connections paying up to \$10,000 a year in the 1924 expansion of one of the two largest manufacturers in its industry. A few important territories are open for real organizers. State experience fully and write at once to H. F. Baker, gen. sales mgr., 319 W. Van Buren, Chicago.

10 DISTRICT SALES MANAGERS, ONE each, for New York, Chicago, Detroit, Washington, D. C., Atlanta, Nashville, Kansas City, Buffalo, Dallas, New Orleans. Must show a past earning record of at least \$10,000 a year. To manage district offices and at least 50 salesmen. Unit of sale \$500 to \$2,000. District locations allotted according to your past record. You will be backed by a national selling and publicity campaign. All leads forwarded and sales credited to territory of source, regardless. Life insurance, investment, or real estate experience advantageous but not necessary. If you can show a satisfactory record we can use you. Give all information possible in first letter. Confidential, of course. Address replies to Box 977, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

MANAGER—ESTABLISHED 1906. RELIABLE Atlanta manufacturer wants capable manager to invest \$10,000 to \$15,000 in Atlanta plant and take over the full management of Southern territory. Leaving for San Francisco, Cal., to open Pacific coast territory. Address Manufacturer, P. O. Box 1095, Atlanta, Ga.

A LARGE MANUFACTURER OF ELECTRICAL apparatus is bringing out a new line of fan motors, and desires a sales executive with experience and acquaintance in the fan motor field to organize this department. This is an unusual opportunity for the right man. Answer fully, advising history, salary desired and send photograph. All documents will be held confidential and returned to applicant. Box 971, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

SALARIED POSITIONS \$2,500 TO \$25,000 upward; executive, sales, technical, administrative, engineering, manufacturing, professional, managerial, financial, etc., all lines. If you are qualified and receptive to tentative offers for a new connection, you are invited to communicate in strict confidence with the undersigned, who will conduct preliminary negotiations for such positions. A method is provided through which you may receive overtures in confidence, without jeopardizing present connections, and in a manner conforming strictly to professional ethics. Send name and address only; preliminary particulars will be sent without obligating or compromising you in any way. R. W. Bixby, Inc., 520 Lockwood Building, Buffalo, New York.

BUSINESS SERVICE

AMERICAN SECURITY CREDIT COMPANY, a corporation operating throughout the world, furnishes a credit service for banks, manufacturers, wholesalers and retailers covering a broader field than any other known company. Our credit investigating, collecting, adjusting, freight checking and tracing methods have been in successful operation for years by such institutions as Standard Oil Company, Sears, Roebuck & Company and we now want to extend our business to every section. We need ambitious and capable representatives who can display real salesmanship in presenting our service to all lines of business. This is an opportunity to make your income in keeping with your ability and to develop a permanent and dignified connection. Write for particulars. American Security Credit Company, general offices, St. Louis, Missouri.

STOCK AND BOND ISSUES MARKETING—Reorganizations, consolidations. We employ every successful method known in money raising. Lebrecht Co., Waco, Texas.

SALES PROMOTION

\$50 TO \$50,000 DAILY SALES DEVELOPED during twenty-six years for clients by my direct-mail plans, copy, campaigns. Ten years sales promotion manager Larkin Co. Submit sales problems; free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

FOR SALE

MUST SELL MY PAID UP COURSE IN Federal School of Commercial Designing. Regular enrollment \$175 but will sacrifice for \$115 cash. Box 979, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

The Farmer Stages a Comeback

(Continued from page 1518)

halted in more than two and a half years, making comparisons of monthly sales with those of the year before, which is the only true means of making comparisons because of the seasonal condition of the mail order business."

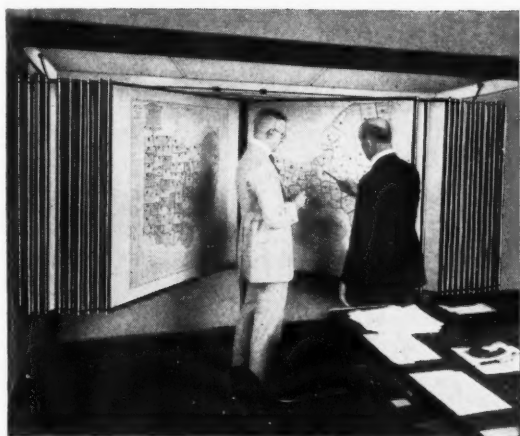
As is well known, Montgomery-Ward sales efforts are directed largely at the farmer, and if they can increase sales each month for more than thirty consecutive months through mail order advertising directed at the farm market, it should be apparent that with the vast recent improvement in the farmers' financial status that the sales manager with anything to sell the farmer stands a good chance to make a great showing this fall.

But, as pointed out by the advertising men, this increase in sales will not come of its own accord. It

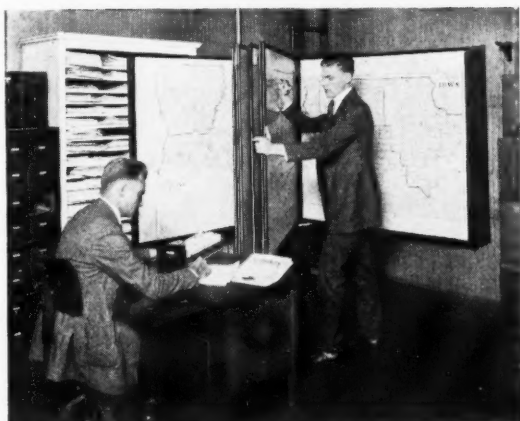
must be remembered that many concerns have neglected the farm market. Many formerly well known lines have lost contact with the farmer, and many concerns have not maintained constant intensive sales efforts in certain agricultural districts. These broken lines must be repaired.

Judging from reports received by "Sales Management" there will be much interest in the farm situation among sales managers. Many of them are now watching the market carefully and are actively engaged in vigorous merchandising campaigns to obtain their share of the increased business. They have ceased the "watchful waiting" policy and are determined to bolster up sales in every state where "conditions" have been against them until recently.

New Business from Old Territory



Namapco System in office of Standard Register Co.



Namapco System in office of Monroe Calculating Machine Co.



Namapco System in office of Brunswick-Balke-Collender Co.

THERE are just two ways of getting more business: 1—Opening up new territory; 2—Getting more business out of your present territory. The first method is usually more expensive, the second is usually more profitable.

Getting more business out of your present territory doesn't necessarily mean selling more goods to your present dealers; they should never be oversold. It means getting more dealers—adding new sales outlets.

"But where and how?" some one asks. "Our men are making all the towns where there is any business to be had." Yes, that's what some other firms thought, too,—until they put a Namapco Map System to work for them and made a close-up study of each territory.

One of these firms added from one to seven new accounts—good accounts—in each salesman's territory. Another added five hundred new accounts, and has four hundred more good prospects to work on. Another put on over a hundred new accounts in a three state territory. All of this, remember, in territory that was already being "covered."

A Namapco Map System will soon pay for itself out of the new business it will help you to locate and develop. It will reveal undeveloped sections of territory, help you to analyze your distribution, to route your salesmen more economically and check up on their calls, to locate prospects and to keep in close touch with the day-to-day conditions in the field.

Let us tell you more about how a Namapco Map System has helped other firms to get more business out of old territory—how it will help *you* do the same thing.

*In writing, please tell us
what territory you cover*

National Map Company

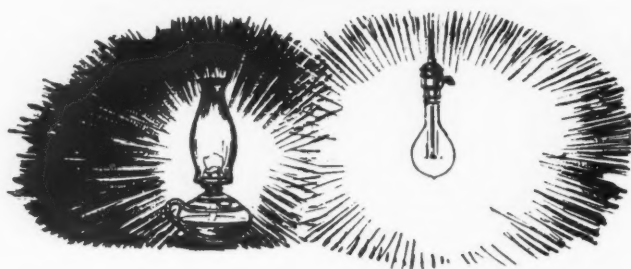
Map Makers Since 1885

Home Office, 309 Murphy Bldg., Indianapolis, Ind.

111 North Market Street, Chicago

311 Broadway, New York City

"Namapco" Washable Maps



77% Gain in Sales Marks 52nd Year in Business

Cribben & Sexton use Chicago Tribune space to Merchandise More Universal Stoves

Every advertising salesman encounters this line of talk:

"Young man, this was a successful concern before you were born. We have never done any advertising, but our factory is busy year in and year out. Dealers buy our product on its merits. We pay our profits out in dividends and we don't need any smart ad man to tell us how to pay them out for white paper or blue sky."

There are many splendid businesses which have been built without advertising. But the experience of Cribben & Sexton shows that past triumphs are

no more an answer to the story of this great business force than the excellent qualities of the horse or the kerosene lamp counterbalance the advantages of the automobile or electric light.

Cribben & Sexton, manufacturers of Universal Stoves and Ranges, began business in Chicago half a century ago. They have warehouses in five other cities from which their dealers, scattered from coast to coast, are supplied. In New York, as well as in Los Angeles, this old Chicago firm is a big factor in the stove business.

One year ago, however, Cribben & Sexton undertook to stimulate sales throughout The Chicago Territory (Illinois, Indiana, Iowa, Michigan and Wisconsin) by means of Chicago Tribune advertising. A page a month in The Sunday Tribune was contracted for. Based on this campaign, an intensive effort was made to secure dealers in the 502 major towns in each of which The Chicago Tribune reaches one-fifth or more of the families.

In one year, Cribben & Sexton increase their dealer organization by 43%

This drive began on July 1st, 1923. Cribben & Sexton then had 565 dealers in these five states. Today, after one year of Chicago Tribune advertising, they have 807 dealers, a gain of 43 per cent.

Furthermore, the old dealers have sold more Universal Stoves than they ever did before. During the year 1923 Cribben & Sexton sales outside The Chicago Territory were 6 per cent greater than in 1922. But in the five states of The Chicago Territory (where Chicago Tribune advertising was behind the salesmen and behind the dealers) increase in sales was 77 per cent.

What Cribben & Sexton think of Chicago Tribune advertising is evidenced by their assurance to dealers that 13 more pages will be run during the next year under a non-cancellable contract with The Tribune.

The kerosene lamp gave light, but the incandescent bulb gives more light, better light, and instant service. The horse has worked loyally for mankind for centuries and centuries, but he can't keep pace with the automobile. Impressive successes are possible without advertising, but no man knows the real possibilities of his business until he has geared to it this tremendous stimulating force.

SALES

In Chicago Territory

1922 - After 51 years 100%

1923 - 51 years plus Tribune Advertising 177%

Outside Chicago Territory

1922 100%

1923 106%

Ask a Tribune man to call and tell you how the vast prestige of The Chicago Tribune, won by 77 years of success and of advertising in this community, can be fitted into your merchandising problems. There is more to Chicago Tribune advertising than the mere purchase of space. We recognize the vital and strategic positions held by jobbers and dealers. We look upon advertising not as a separate entity in itself but as a force to be closely co-ordinated with selling.

Chicago Tribune men are familiar with merchandising as well as with advertising. They have conducted sales campaigns in The Chicago Territory for various lines of business. From repeated contacts with wholesaler and retailer, as well as with manufacturer, they know how to get maximum value from advertising dollars. You place yourself under no obligation in asking a Tribune man to call. You may find, as Cribben & Sexton did, that The Tribune has something worth while to tell you.

At Last!—a Fine Gas Range with Built-in Incinerator

UNIVERSAL GAS RANGES

807 Universal Dealers listed on this page—a gain of 43% as a result of One Year of Chicago Tribune Advertising

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

The Tribune's 1924 BOOK OF FACTS on Markets and Merchandising is now ready and will be mailed free of charge to any selling organization requesting it on business stationery

